January 5, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

BBA relief on horizon for new year

Hospitals and health systems received good news before ending the year 2000. In December, negotiators from the White House and Capitol Hill reached an agreement that would provide relief from the drastic cuts imposed by the Balanced Budget Act (BBA). The BBA relief package will provide $36.7 billion additional funding for Medicare and Medicaid during the next five years. The House of Representatives and the Senate approved the bill Dec. 15, and President Clinton signed it into law Dec. 18.

It is estimated that this BBA relief bill will bring $3.7 million to the MGH for fiscal year 2001 and more than $19 million during the next four years. For the entire Partners system, the bill is estimated to bring $10.6 million for fiscal year 2001 and a total of $54 million during the next four years.

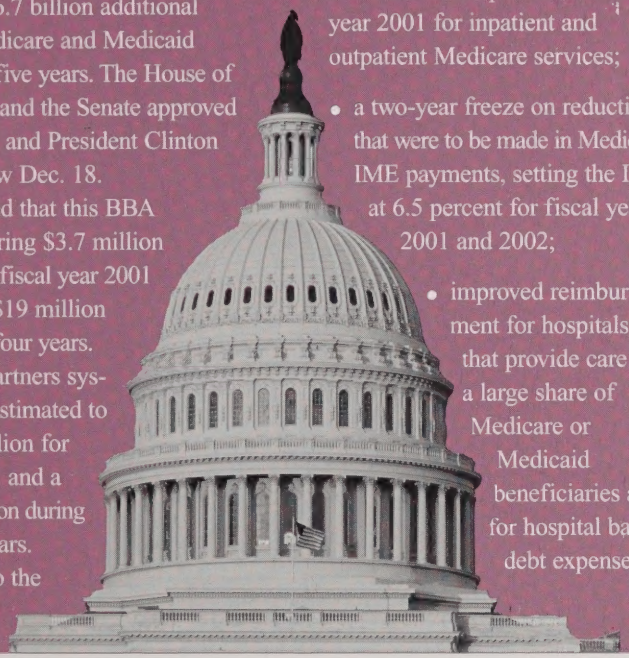
According to the Massachusetts Hospital Association, the legislation will provide $259 million in relief to Massachusetts hospitals during the next five years. Hospitals in the commonwealth collectively lost more than $250 million in 2000.

The bill includes:

- a full inflation update in fiscal year 2001 for inpatient and outpatient Medicare services;
- a two-year freeze on reductions that were to be made in Medicare IME payments, setting the IME at 6.5 percent for fiscal year 2001 and 2002;
- improved reimbursement for hospitals that provide care to a large share of Medicare or Medicaid beneficiaries and for hospital bad debt expenses;
- an increase in the payment rates for long-term care hospitals like Spaulding Rehabilitation Hospital;
- an inflation update and rate relief for skilled nursing facilities;
- an inflation update and a delay in limits on reimbursement for home health agencies;
- funds to improve the welfare-to-work transition under Medicaid and to allow schools to enroll children in Medicaid; and
- increased reimbursement for rural hospitals and hospice care.

In addition, the bill that contains BBA relief for hospitals includes the annual National Institutes of Health (NIH) appropriation. Under the plan, NIH will receive a $2.5 billion increase for fiscal year 2001.

For more information, contact Deborah Colton, Partners director of Government Relations at *dcolton@partners.org.*



FROM THE ARCHIVES

Christmas gift started house officer tradition

The East Medical Pup *(right)* began its long association with the MGH when nurses at the hospital's East Medical Service gave the wooden pull toy to house pupil Joseph Aub, MD, on Christmas day in 1914. (House officers were known as house pupils, a.k.a. "pups," from 1849 to 1922.) Young Aub invited senior colleague David Edsall, MD, to carve his initials on the present as a memento. His initials developed into a tradition where each generation of East Medical house officers signed the pup before leaving.

In 1942, the MGH adopted a wartime one-year internship, which did away with the system of "pup" house officers. At this time, the East Medical pup retired from service and passed from hand to hand until 1999, when Daniel Ellis, MD, gave it to the MGH Archives and Special Collections for permanent safekeeping. Ellis' initials, "DSE," inscribed 60 years ago on the animal's snout, still are clearly visible.

If the forecast calls for stormy weather ...

With the arrival of the winter season, New Englanders can expect some rough weather, from blustery winds and blizzards to ice and freezing rain. As part of the MGH's preparation for weather emergencies, employees are encouraged to review the hospital's Severe Weather Conditions Policy. The entire policy can be found in the 2000 Manager's Human Resources Policy and Procedures Manual.

The policy stipulates that employees who come to work during storms will get paid for hours worked; employees who do not come to work will be charged earned time. If employees are dismissed by a supervisor once they have arrived, they will be paid for the remainder of the shift.

Supervisors have discretion in staffing during a storm but should have a plan in place for their unit to remain open. If a supervisor wishes to close a unit, he or she first must get approval from the appropriate vice president.

As a 24-hour, 365-days-a-year operation, the MGH must provide services to patients during even the worst of storms. Many hospital areas — including the Emergency Department and the operating rooms, inpatient units and support departments such as Dietetics, Telecommunications and Materials Management — always remain open and may require additional staffing during severe weather. Supervisors are encouraged to check whether such areas need extra help before they send their own employees home.

From time to time, such as in cases of severe blizzards, the pay policy has been adjusted to reward employees who come to work. This change is at the sole discretion of James J. Mongan, MD, president of the MGH.

Jeff Davis, senior vice president for Human Resources, reminds employees to reserve earned time for those stormy days when it's most judicious to stay at home. "We always encourage employees to use their best judgment during severe weather and want them to consider their personal safety when travel conditions are poor," he says.

For procedure updates during bad weather, employees are encouraged to call the MGH Weather Emergency Line at 724-6100. For more information about MGH's weather policy, employees should contact their supervisors.

DF/HCC earns designation as comprehensive cancer center

In recognition of the breadth of cancer research conducted by investigators at the MGH, Dana-Farber, BWH, Beth Israel Deaconess Medical Center, Children's Hospital, Harvard Medical School and Harvard School of Public Health, the Dana-Farber/Harvard Cancer Center (DF/HCC) has been officially designated a comprehensive cancer center by the National Cancer Institute (NCI). Established in 1999, the DF/HCC is a first-ever collaboration of all cancer research activities among the Harvard-affiliated institutions.

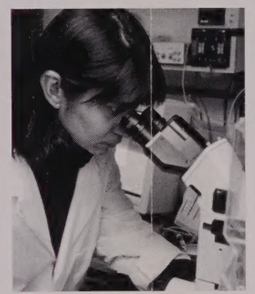
The designation follows an October announcement that the DF/HCC had been approved as a comprehensive cancer center by the NCI. The awarding of comprehensive cancer center status indicates that DF/HCC covers a full range of cancer research activities, including basic and clinical science, population studies, community outreach programs and disease-prevention activities.

"The Dana-Farber/Harvard Cancer Center has a broad array of research and outreach activities, as this designation recognizes," says Bruce Chabner, MD, associate director for Clinical Science for DF/HCC and medical director of the MGH Cancer Center. "We all realize, however, that there remains enormous unrealized opportunities to extend the benefits of cancer research to the diverse communities of greater Boston. We have plans to expand our outreach programs in the coming year."

Edward J. Benz, MD, director of DF/HCC adds: "The designation as a comprehensive cancer center is very gratifying. It recognizes the commitment of DF/HCC to controlling cancer on all fronts by every means available. We also regard this designation as a mandate to continue and enhance our involvement in the communities we serve." ●

Claflin Distinguished Scholar Awards

Applications for the 2001 Claflin Distinguished Scholar Awards now are available for those interested in supplemental funding for research. Sponsored by the Executive Committee on Research and the MGH Office for Women's Careers, the purpose of the awards is to provide funding for junior faculty to sustain research productivity during child-rearing years. It is intended that this transitional funding will increase opportunities for women to advance to senior positions in academic medicine.



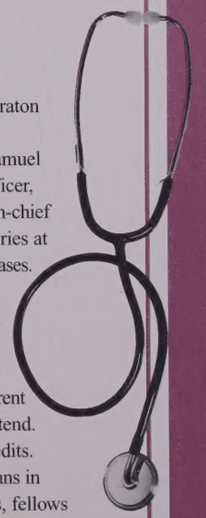
The awards — one in basic and one in clinical research — will be given to two eligible candidates to cover up to $30,000 in direct costs per year over two years.

To qualify, MGH staff members must be MDs or PhDs with academic appointments at the instructor level or above at Harvard Medical School and must provide evidence of strong research training, productivity and a well-defined focus in either basic or clinical research.

The awards are named in honor of Jane D. Claflin, honorary MGH trustee, who originally chaired [redacted]omen in [redacted]emic Medicine Committee, which helps facilitate the careers of women in science at the MGH.

Applications should be submitted by Feb. 21 to Research Management, Grants and Contracts, 50 Staniford St., 10th floor, Suite 1001. Awards will be announced in March. For more information, call Karen Durant Faria at 724-2724 or visit *http://mghra.partners.org/news/dec00news.html#anchor129823* for application format and criteria. ●

Partners Physicians Day



Partners will be hosting the second annual Partners Physicians Day Feb. 3, from 8 am to 5:30 pm at the Sheraton Boston Hotel.

This year's program includes a Partners update by Samuel O. Thier, MD, Partners president and chief executive officer, and a keynote address by Judah Folkman, MD, surgeon-in-chief emeritus and director of the Surgical Research Laboratories at Boston Children's Hospital on angiogenesis-dependent diseases.

The program also will feature presentations of many of last year's most popular topics, including: menopause, health policy, chronic fatigue syndrome, end-of-life decision making, breast cancer and prostate cancer. The program includes four one-hour sessions with nine concurrent choices offered at each session. There is no charge to attend. Pa[redacted]ants will [redacted]ve CME and risk management credits.

Registration materials were mailed to Partners physicians in December. The deadline to register is Jan. 12. Residents, fellows and nursing staff are welcome to register onsite the day of the event, subject to availability.

ADVANCES

MGH researchers find genetic link for late onset Alzheimer's disease

MGH researchers have found a region on human chromosome 10 that could harbor a genetic variant that predisposes people to develop late onset Alzheimer's disease. Although they have not yet identified the actual disease-predisposing variant, the researchers have evidence that it could be more potent than previously discovered risk factors such as ApoE4 and A2M.

"I wouldn't be surprised if this turns out to be a bigger Alzheimer's gene than ApoE4," says Rudolph Tanzi, PhD, director of the MGH's Genetics and Aging Unit. He and his colleagues report their findings in the Dec. 22 issue of *Science*. Along with the paper are two others implicating chromosome 10 as a likely place for a new late onset Alzheimer's gene to be found.

Tanzi says he believes that the findings could help usher in a new era of Alzheimer's treatment in which people are genetically screened and then treated based on their particular set of predisposing genetic factors.

"Once we finally have reliable pathogenic gene changes, we can screen people for these genetic factors — with genetic and psychological counseling and with legal safeguards — and then use that genetic profile to predict who is going to get the disease, with what probability, by what age, and what is the best drug for them based on their genetic profile," he says.

Tanzi

He and his colleagues located the genetic hotspot by comparing the genetic makeup of Alzheimer's patients and their unaffected siblings in 435 families enrolled in the National Institute of Mental Health database. Using standard statistical methods along with a novel method, the family-based association program, they focused on a constellation of six genetic markers in the vicinity of the gene for insulin-degrading enzyme on chromosome 10. Siblings with Alzheimer's disease were found to be significantly more likely to carry particular versions of two of the genetic markers. One of these markers appears to be located quite close to the actual disease-causing mutation.

Based on the strength of the statistical associations found by his group, Tanzi believes that the genetic variant could — like the early onset Alzheimer's genes APP and the presenilins — cause disease directly rather than merely increase susceptibility. "Until we get the actual genetic change, we cannot yet predict if this is going to be a susceptibility gene like ApoE4, a dominant gene like APP or presenilin or a recessive gene," he says.

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MGH HOTLINE

WHAT'S HAPPENING

Accounts Payable open house
MGH Accounts Payable will host an open house session every Tuesday, noon to 2 pm in the Materials Management Administrative Office, Gray Basement, Room 010. Representatives from Accounts Payable will be on hand to answer questions, address concerns and provide training for the PeopleSoft Accounts Payable system. For more information, call Tracey Sotiropoulos at 726-9156.

EAP program on home buying
The Employee Assistance Program (EAP) Work/Life Seminars Series begins the new year with a two-part series on home buying. Part I will provide an overview of all phases, from searching to closing. Part II will concentrate exclusively on the financial aspects of the purchasing process. There will be an explanation of the steps necessary to secure a mortgage and obtain pre-qualified status. Part I: "The Process from Searching to Closing" will be held Jan. 11. Part II: "Financing Your New Home," will be held Feb. 8. Both sessions will be held noon to 1 pm in the Wellman Conference Room. For more information, contact the EAP at 726-6976.

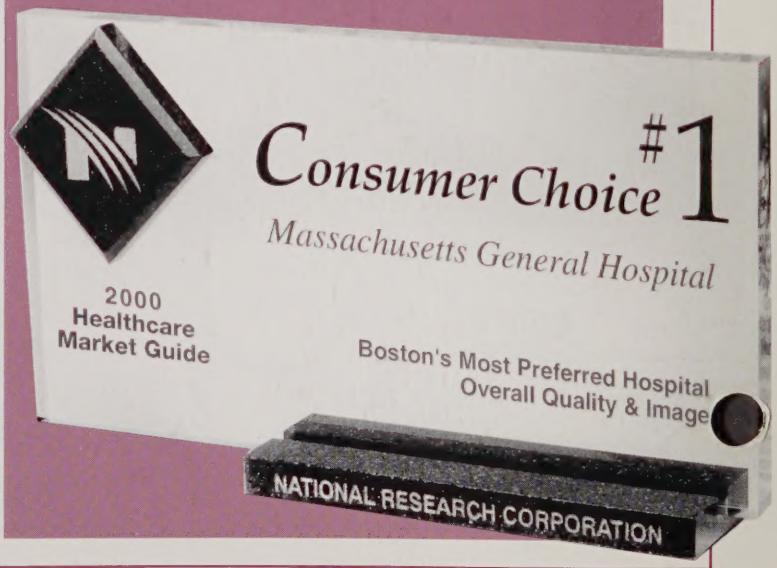
Ethics session for rehabilitation medicine
Rehabilitation medicine involves integrated care with an extended multidisciplinary team. The ethical challenges faced by rehabilitation clinicians more often deal with quality of life than issues encountered in acute care. An ethics session addressing these issues will be held Jan. 10, 4:30 to 6 pm in Walcott 2. This session will provide an overview of ethical issues in rehabilitation and will illustrate these dilemmas in a case-based discussion. Refreshments will be provided. For more information, call 724-4136.

Family alcoholism education series
The Blum Patient and Family Learning Center, located in the Main Corridor, will host education seminars about alcoholism every Thursday, 5:30 to 6:30 pm. Topics will include a discussion of the disease, the effects on children, intervention, treatment and recovery. The series is open to patients, family members and friends who are concerned about someone with an alcohol or other drug problem. No registration is needed, and there is no fee. The series will be facilitated by Maureen McGlame, MEd, LICSW, from the West End Clinic at the MGH. For more information, contact McGlame at 726-9216.

HOPES seminars
The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer a drop-in yoga class, facilitated by Luba Zagachin, certified yoga instructor, Jan. 11, 18 and 25, from noon to 1 pm. "The Healing Power of Creative Expression," facilitated by Elizabeth Cook, an expressive arts therapist, will be offered Jan. 9 and 16, from 1 to 2 pm. "Caring for Yourself while Caring for a Loved One," facilitated by Eileen Joyce, MSW, LICSW, will be offered Jan. 11, from 2 to 3 pm. All seminars are held in the Cancer Resource Room on Cox 1. Seminars are free, and no registration is required. For more information, call 724-1822 or 72-HOPES.

MGH wins 2000 Consumer Choice Award

The National Research Corporation (NRC) recently announced that consumers chose the MGH as the hospital with the highest quality and image in the Boston area. The MGH was one of 122 hospitals to be honored with a Consumer Choice Award. For five years, NRC, a health care performance measurement organization, has recognized the most preferred hospitals in various metropolitan areas, based on a study of more than 160,000 households representing more than 400,000 consumers in the United States. The winners of the award were announced in the Oct. 23 issue of *Modern Healthcare* magazine.



MGH Hotline is published weekly by the MGH Public Affairs Office.
Submit news tips and story ideas to Victoria Brady, editor, at 724-6433; or by fax to 726-7475; by e-mail to *Hotline@partners.org* or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

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January 12, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Transplant patient becomes outstanding athlete

No one would have thought that after undergoing a heart transplant and recovering from a diagnosis of lymphoma that Roger Bouchard would be able to lead a normal, active life. But not only is he living life to its fullest 10 years after his transplant and after nine years of being cancer-free, Bouchard recently won a walking marathon. On Nov. 19 in sunny Bermuda, Bouchard walked 26.2 miles in just five hours and 17 minutes, beating more than 350 other participants in the Leukemia & Lymphoma Society's annual walk marathon.

Bouchard was 44 when he had a heart attack in August 1991. Fortunately, he recovered, but his heart had suffered severe damage and he needed a heart transplant. He was referred to the MGH where he came under the care of William Dec, MD, of MGH Cardiology. A few months later, Bouchard underwent a successful heart transplant.

"Roger is the type of individual we look for as a transplant candidate," says Dec. "He was young and vigorous before his heart attack, and he was highly motivated to get back to a healthy lifestyle."

The following August, almost a year after his initial heart attack, Bouchard was diagnosed with a non-Hodgkin's lymphoma, a type of tumor found in the lymph system. Fortunately, the tumor, which was located on one of his lungs, was operable and was successfully removed.

Determined to return to a normal life, Bouchard started walking to get exercise. He began by walking short distances at a slow pace, but each time he would walk faster and for longer distances. In June 2000, he received a letter from the Leukemia & Lymphoma Society about a marathon-training program to raise money for the nonprofit organization, which is dedicated to finding cures for leukemia, lymphoma, Hodgkin's disease and myeloma. After attending a recruitment meeting to find out more

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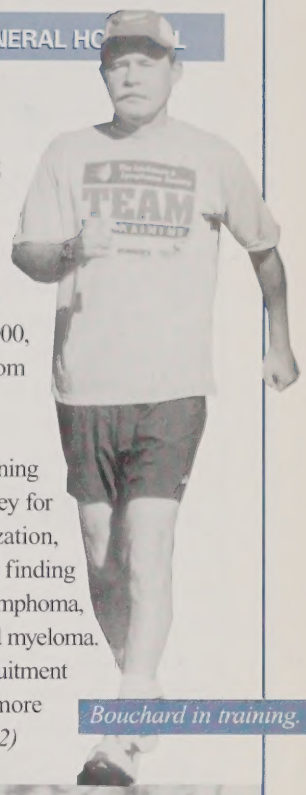
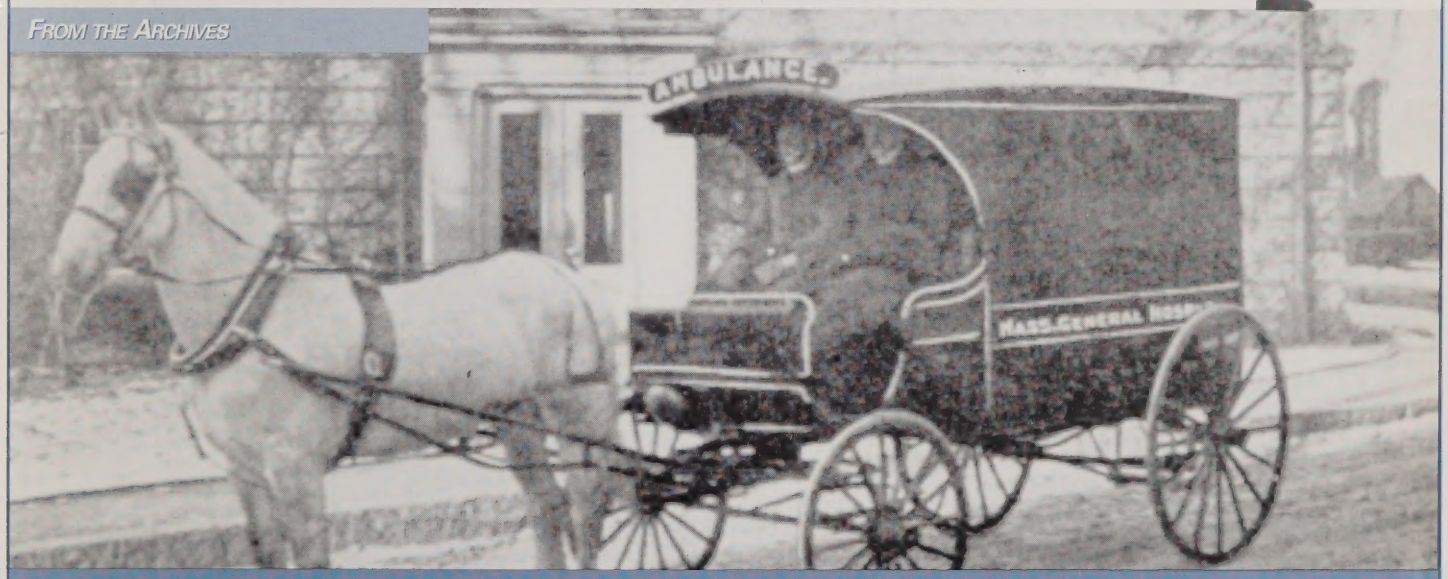


Bouchard in training.

FROM THE ARCHIVES



First horse-drawn ambulance at the MGH

In the aftermath of the Civil War, hospitals in Cincinnati and New York began using horse-drawn ambulances for the transportation of patients. Doctors had noticed the life-saving benefits of such vehicles in military operations and saw the advantages of incorporating such services into civilian medical practice. In March 1873, the MGH purchased an ambulance from M. Curley, Carriage Manufacturer, of New York for $700. The horse and ambulance were expected to be "kept in readiness for prompt service on call," but seems to have been used also for yard work when not otherwise employed. For many years, a docile animal known affectionately as "Old White Horse" pulled the ambulance. It was said that at night, physicians on call could hear the clopping of his heavy hooves on Beacon Hill cobblestones from many blocks away. The original receipt and an 1873 photo of the horse, driver and ambulance *(pictured here)* are preserved in the MGH Archives and Special Collections.

— Transplant patient becomes outstanding athlete

(Continued from Page 1)

information about the program, Bouchard knew without a doubt that this was something he must do.

"Three reasons came to me about why I should do this," says Bouchard. "I was already walking for my own health, so why shouldn't I walk for someone else? I also hoped that other transplant patients could see from my participation that life is going to start again after a life-saving operation. And finally, I hoped that people will think about organ donation and understand that this kind of decision can help save someone else's life."

Bouchard trained with 27 other people from New England for several months and personally raised $4,700 for the Leukemia & Lymphoma Society. Each member of the marathon training team was assigned a patient affiliated with the organization to walk in honor of during the marathon. Bouchard corresponded with 7-year-old survivor Nina Cobb during his preparation for the marathon.

His training took an emotional turn when his brother-in-law, Jake Doyle, became sick with cancer and died soon after being diagnosed. It was his brother-in-law's memory and thoughts of Nina that kept him going on the actual day of the marathon as he walked mile after mile, up and down a hilly terrain in uncomfortably hot weather. "Every time I slowed down, I would talk to Jake and ask him for some help," says Bouchard. "He and Nina inspired me to keep going."

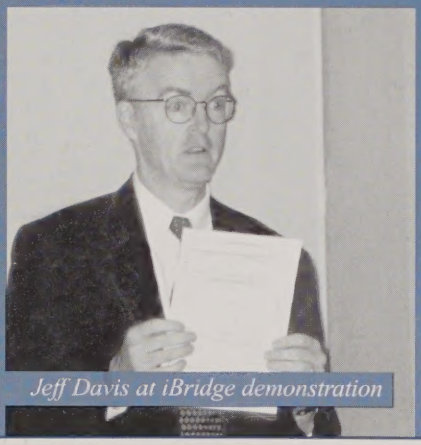
Bouchard was surprised when he came up to the last few miles of the marathon — he felt great, no blisters on his feet and no shortness of breath. When he reached the finish line, Bouchard didn't realize at first that he had won. "Everyone kept congratulating me," he said. "I was so ecstatic and overwhelmed with a feeling of accomplishment that it just didn't sink in that I had won."

After the triumph of winning and his return home, Bouchard is determined to keep walking and has pledged his time to become a mentor for others who join the Leukemia & Lymphoma Society's marathon program. He spends time every day thinking about how lucky he is to be alive and active. And Bouchard thinks about the 19 year old who lost his life 10 years ago and the decision the young man's family made to donate his heart, which gave Bouchard the chance to live a full life. "Every day I think about what a miracle it was," he says. "I am so grateful to be here." ●

The iBridge project: Connecting the MGH through technology

"A change for the better" is how Jeff Davis, senior vice president for Human Resources, describes the iBridge project, which is comprised of the new PeopleSoft Human Resources (HR) / Payroll system, the new Kronos timekeeping system and the overall improvements being made to employment-related processes.

The new systems were demonstrated in December for MGH managers and timekeepers who received each session with great enthusiasm.



Jeff Davis at iBridge demonstration

At the demonstration sessions, the iBridge project team previewed the new system, while Davis demonstrated the need for improvement by ripping up merit increase and other human resource forms. He told audience members to "forget about them" because of a major function of the new web-based HR/Payroll system will be to eliminate the hospital's current time-consuming paper processes by providing automated timekeeping and manager and employee self-service.

Through the system, managers can view their unit's HR/Payroll information on their computer workstation and perform standard HR transactions such as merit increases. Employees also will be able to perform routine tasks such as address changes.

Following the demonstration, Davis spoke about the amount of change that the iBridge project brings to the MGH. He acknowledged that for some employees, the new system will be intuitive and easy to adapt to; for others, who are not as comfortable with technology, more training and support will be needed. The iBridge project team plans to address issues through frequent communication and training so that employees are as comfortable as possible with the new system.

Human Resources • Payroll
iBridge
... access just got easier

The name iBridge was chosen because the new system will act as an "information bridge" between employees and their important HR/Payroll information needs. The iBridge project is being led by Bob Giunta of Partners Human Resources, with Davis as the MGH sponsor. With a planned FY'02 implementation, more information about iBridge will be offered during the coming year.

For more information, call Traci Knoblaouch at 726-8457.

MGH Vital Signs: FY 2000 fourth quarter results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 1999
Net Patient Service Revenue	808.7	54.1	709.0
Research Revenue	265.7	14.5	236.7
Other Operating Revenue	77.3	8.9	70.0
Total Revenue	1,151.7	77.5	1,015.7
Salary and Benefits	427.9	(19.3)	398.3
Supplies and Outside Services	262.1	(28.6)	227.5
Other Operating Expenses	236.0	5.4	231.1
Direct Research Expenses	187.3	(9.9)	165.0
Total Expenses	1,113.3	(52.4)	1,021.9
Current Operating Gain / (Loss)	38.3	25.1	(6.2)
Restructuring Charges	0.0	0.0	(3.8)
Prior Year Adjustments	11.0	0.0	13.1
Gain / (Loss) from Operations	49.3	25.1	3.1
Non-Operating Gains / (Losses)	40.2	26.2	6.0
Net Gain / (Loss)	89.6	51.3	9.1

Financial overview: The MGH finished fiscal year 2000 with strong financial results, reporting an operating gain of $49.3 million for FY'00. These results were a significant improvement over last year when the MGH reported a loss. The hospital had very strong volume in the final quarter, resulting in an increased net patient service revenue that was better than budget, with a $54.1 million variance. Expense growth was kept at a reasonable level given the amount of additional volume.

Admissions in the final quarter remained strong, favorable by 2,412, while observation stays were 1,198 below budget.

Length of stay (LOS) remained steady at 5.93 days, compared with a budget of 5.90 days. Although LOS remains slightly above budget, much progress has been made in reducing LOS from last year, and it continues to be a high priority for the hospital.

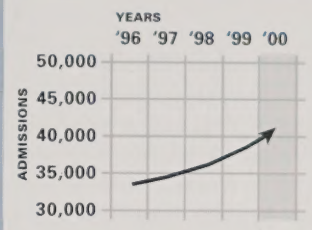
Average daily census was above budget by 42.

Outpatient visits increased by 5.2 percent over the previous year, with 754,246 outpatient visits.

Admissions

FY '00 actual:	40,747
FY '00 budgeted:	38,335
FY '99 actual:	37,569
Patient days	241,566
Inpatient Surgeries	17,601
Births	3,096

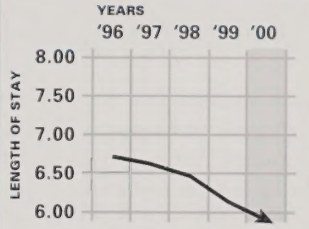
Five-year trend



Length of stay

	Days
FY '00 actual:	5.93
FY '00 budgeted:	5.90
FY '99 actual:	6.15

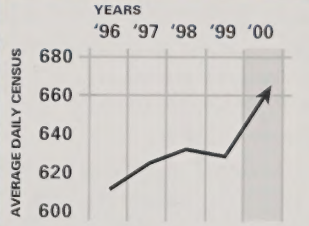
Five-year trend



Average daily census

FY '00 actual:	660
Average beds in service	855
Occupancy rate	77%
FY '00 budgeted:	618
FY '99 actual:	633

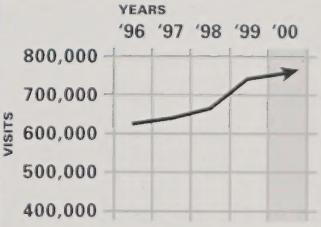
Five-year trend



Outpatient visits

FY '00 actual:	754,246
Clinic visits	406,911
Health center visits	276,085
Emergency visits	71,250
FY '00 budgeted:	719,136
FY '99 actual:	711,443
Outpatient Surgeries	13,852

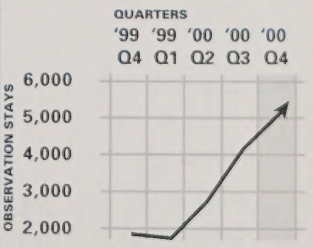
Five-year trend



Observation stays

FY '00 actual:	5,388
FY '00 budgeted:	6,586
FY '99 actual:	6,891
Chemotherapy infusion	716
Routine post-procedure recovery	1,707

Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

Martin Luther King Day celebration

Partners HealthCare and the MGH will be hosting a special celebration of the legacy of Martin Luther King, Jr., Jan. 24, 4 pm in the O'Keeffe Auditorium. This celebration will feature guest speaker Rev. Bernice A. King, who is the youngest daughter of Martin Luther King, Jr. A reception will be held immediately following the celebration in the Trustee Room of the Bulfinch Building. For more information, visit *http://intranet.partners.org/news/mlk.asp* or call 724-0928.

MGH Revere lectures

The MGH Revere HealthCare Center, located at 300 Ocean Ave. in Revere, will present an evening of lectures Jan. 18, 6 to 8:30 pm in the Sweet Conference Room. Topics will include type-2 diabetes, hormone replacement therapy, adult vaccination and managing diabetes with carbohydrate counting. Refreshments will be served. Reservations are required. For more information, call (781) 485-6062.

Weight management class

MGH Nutrition Service is offering a 10-week weight management class called "Winning at the Losing Game." Beginning Jan. 23, the class will meet every Tuesday, 5:30 to 7:30 pm and includes nutrition education by a registered dietitian, an exercise program supervised by a physical therapist and martial arts instructor and behavioral modification to assist with lifestyle change. The class is $240 ($225 for employees) and is limited to 15 participants. For more information, call 726-2779.

February vacation children's camp

The MGH Backup Child Care Center, located in the Warren Lobby, will host a February vacation camp for employees' children from kindergarten through 12 years. Camp will be held Feb. 19 to 23, from 7:30 am to 6 pm. Reservations will be accepted by phone, for one week only beginning Jan. 17. Part-time slots are not available. Camp cost is $200. For more information, call 724-8414.

HOPES seminars

The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer "Spiritual Resources for the New Year," facilitated by Rev. Michael McElhinny, oncology chaplain, Jan. 17, noon to 1 pm. "I'm Worried about Relapse or Recurrence: A Discussion," facilitated by Elizabeth Johnson, RN, and patient, Ron Plomondon, will be offered Jan. 18, 1 to 2 pm. All seminars are held in the Cancer Resource Room on Cox 1. Seminars are free, and no registration is required. For more information, call 724-1822 or 72-HOPES.

Clinical Research Program seminars

The Clinical Research Program (CRP) is sponsoring "What do we do after the IRB says OK? Partners Quality Improvement and Human Subject Protection Program," Jan. 24, 11:45 am to 1 pm, in the Wellman Conference Room. Delia Wolf, MD, director of the Partners Quality Improvement (QI) and Human Subjects Protection Program, will present the seminar. To make reservations, call 726-1669. Lunch will be served. This lecture qualifies for 1.2 CEUs for registered nurses.

MassGeneral Hospital for Children celebrates anniversary

A one-year anniversary celebration for the MassGeneral Hospital for Children will be held Jan. 17, 10 am to 4 pm in the Main Corridor. A special cake-cutting ceremony will be held at 2:30 pm.

In memoriam: Frances Bonner, MD

Frances Bonner, MD, a 50-year veteran of the MGH Psychiatry Department, died in December at her home in Newton at the age of 81. Bonner is believed to be the first African-American woman physician to train on an MGH service.

Bonner came to the MGH as a psychiatry resident after completing her neurology training at Boston City Hospital. She started her research career at the MGH with a two-year fellowship from Radcliffe to study hysteria. Later, Bonner received her psychoanalytic certification at the Boston Psychoanalytic Society and Institute in 1975, and she and others began the Boston Psychoanalytic Institute of New England. Bonner devoted most of her career to clinical practice and supervising residents in individual psychotherapy.

An open house in her honor will be held at her home Feb. 10, 1 to 5 pm, 160 Lake Ave., Newton Centre.

MGH Hotline is published weekly by the MGH Public Affairs Office.

Submit news tips and story ideas to Victoria Brady, editor, at 724-6433; or by fax to 726-7475; by e-mail to *Hotline@partners.org* or by mail to the Public Affairs Office, 100 Charles River Plaza, Suite 600 Boston, MA 02114.

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MGH Public Affairs Office
(617) 726-2206

January 19, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH Blood Donor Center staff with long-time platelet donors Bob Erickson (top) and Phil Evans.

National Blood Donation Month recognized: Platelet donors give precious gift

Phil Evans of Peabody, who has donated 256 units of whole blood in his lifetime, remembers the days when he started donating blood. The first time was in June 1944, when he was in the military, stationed in England. Seven years later during the Korean War, Evans was asked to donate blood to save the life of a sailor who had just lost his leg.

Following military service, Evans volunteered for the American Red Cross, where he served for 25 years. He chaired the Peabody chapter of the organization and helped establish the first Northeast Blood Donor Station there in 1967.

Last year when his wife was undergoing heart surgery at the MGH, Evans wanted to give back to the hospital that saved her life. He offered to donate blood and worked with the staff of the MGH Blood Donor Center to ensure he was in good health to donate, since he was 75 years old at the time. He later agreed to become a platelet donor and has been one ever since. He is one of many donors celebrated during National Blood Donation Month.

Donating blood platelets takes between two and two and a half hours because it is more complicated than donating whole blood. During the procedure — called apheresis — whole blood is drawn from the donor's arm. Platelets then are separated from the blood, and the remaining blood products, such as red cells and plasma, are returned to the donor through the other arm.

"Platelets are very important in treating people with cancer, leukemia, sickle cell anemia and to patients undergoing chemotherapy," says Kim Cronin of the MGH Blood Donor Center.

Bob Erickson of Eastham, another platelet donor, also remembers his first time

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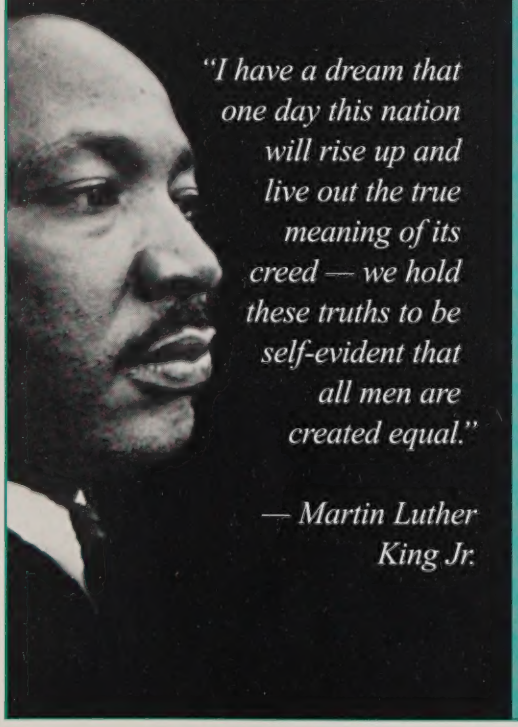

"I have a dream that one day this nation will rise up and live out the true meaning of its creed — we hold these truths to be self-evident that all men are created equal."
— Martin Luther King Jr.

Martin Luther King Day celebrated at the MGH

Prayer, song, words of reflection and hopes for the future were shared among MGHers Jan. 12 at a special breakfast to honor the life and legacy of Martin Luther King Jr.

The annual celebration, sponsored by the Association of Multicultural Members of Partners (AMMP), featured guest speakers Rev. Ana Ruth Higbee-Barzola of MGH Chaplaincy and an AMMP member; Peter Slavin, MD, CEO of the Massachusetts General Physicians Organization; Jeanette Ives Erickson, MS, RN, senior vice president for Patient Care Services and chief nurse; Paula O'Connor, MD, of MGH Oncology and the Multicultural Affairs Office; Jeff Davis, senior vice president for Human Resources; and Patricia Beckles, RN, a former MGHer who was the first black nurse in the Neonatal Unit.

Ron Greene, RN, BSN, of Case Management, and chair of AMMP, coordinated and emceed the event, and Anthony Thomas, of the Blake 2 Infusion Unit, sang "Give me Jesus" acappella and led the audience in a rendition of Stevie Wonder's "Happy Birthday" song, which was written for King.

(Continued on Page 2)

— National Blood Donation Month

(Continued from Page 1)

donating. He was sitting in the refreshment room in the MGH Blood Donor Center, waiting to donate whole blood when he saw a pamphlet that said, "Why Not Become a Platelet Donor?"

That pamphlet convinced him. Ten years later, he continues to donate platelets as often as allowed by Federal Drug Administration regulations — 24 times a year. During the winter months when Erickson is in Naples, Fla., he donates platelets at a local hospital.

With January designated as National Blood Donation Month, Cronin and the MGH Blood Donor Center staff encourage MGHers to consider donating blood or platelets to help MGH patients. "Medical technology really has skyrocketed," she says. "There are more transplants and more aggressive treatments for cancer and other diseases. Therefore, there is an increased need for platelets and whole blood. We collect anywhere from 15,000 to 16,000 units of blood components a year. However, we transfuse approximately 70,000 units a year, so we must turn to other resources such as other blood collection agencies and our own employee donor base to help us meet our patients' needs."

Below are things to remember before donating blood or platelets:

- Eat normally. Don't skip breakfast.
- Increase your fluid intake — especially water.
- Do not take aspirin products for 72 hours or ibuprofen for 24 hours before donating blood platelets.
- Donors should be in good health with no active colds or sore throats.
- Donors must be at least 18 years of age and weigh 100 pounds or more.
- Donors must not have had body piercing, tattooing, acupuncture or electrolysis within the past year.

When asked why they continue to give blood regularly, both Evans and Erickson concur, "It makes you feel good, and you save lives."

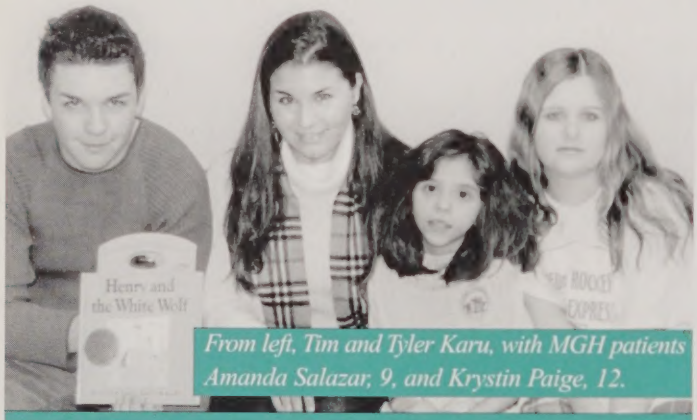
The MGH Blood Donor Center, located on Gray 1, is open Monday through Friday, 8:30 am to 4:30 pm. Hours for donating platelets are Monday, Tuesday and Friday, 8:30 am to 3 pm; and Wednesday and Thursday, 8:30 am to 5 pm. For more information or to schedule an appointment, call 724-9699. ●

— Dr. Martin Luther King Day

(Continued from Page 1)

"Martin Luther King had a dream, and he was an inspiration," said Greene. "It is up to us to take that dream to any height we want to. He awoke an inspiration in all of us, and we are here today because we still are being inspired."

The celebration of King's life and legacy continues with a special presentation featuring Rev. Bernice A. King, who is the youngest daughter of King. Partners HealthCare and the MGH will be hosting this celebration Jan. 24 at 4 pm in the O'Keeffe Auditorium. A reception will be held immediately following the celebration in the Trustees Room of the Bulfinch Building. For more information, visit *http://intranet.partners.org/news/mlk.asp* or call 724-0928. ●



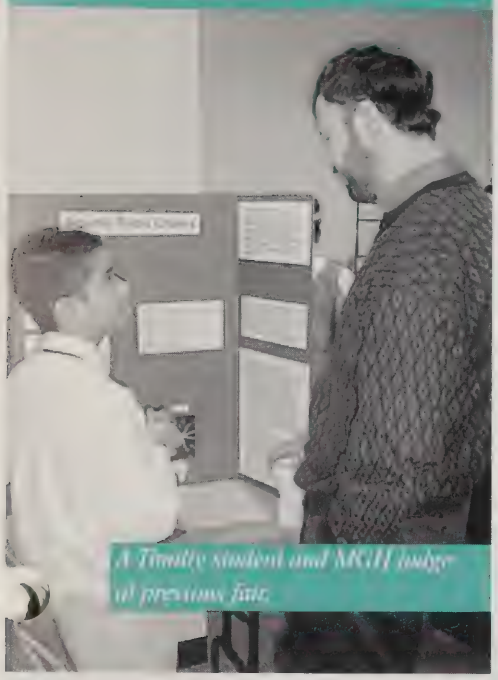
From left, Tim and Tyler Karu, with MGH patients Amanda Salazar, 9, and Krystin Paige, 12.

Teen authors make appearance for MGH pediatric patients

Sibling literary duo Tim and Tyler Karu visited the MGH Jan. 9 to perform a special reading from their children's book "Henry and the White Wolf" for young patients of the MassGeneral Hospital for Children. Tim Karu, a teenager from Portland, Maine, wrote the story to help children who are hospitalized to stay "strong and brave" through what can sometimes be a frightening experience. Tim recruited his sister Tyler to draw the illustrations. The book recently was published by Workman Publishing. The Karus, who are on a national book tour, donated 50 copies of the book to the MassGeneral Hospital for Children.

From left, AMMP member Mary Chambers, Greene, Slavin, Ives Erickson, Davis, O'Connor, Higbee-Barzola, Beckles and Thomas.

Wanted: Judges for Timilty Science Fair



A Timilty student and MGH judge at previous fair.

The MGH/Timilty Partnership seeks MGHers to judge student projects during the annual Science Fair Week at the James P. Timilty Middle School in Roxbury.

Volunteers are needed to judge projects Feb. 12 to 15, from 9 to 11 am, beginning with the eighth grade on Monday and finishing with the sixth grade on Thursday. MGHers can volunteer to judge on one or more days. Round-trip transportation to the Timilty is provided, departing from the MGH at 8:30 am and returning at 11:30 am. Science background is not necessary.

Additionally this year, six Timilty students will present their science fair projects at the poster session for the MGH's XXV Research Symposium Jan. 31. MGHers are invited to visit the symposium in the Wellman Conference Room for a preview of this year's science fair projects.

To volunteer to be a judge, contact the MGH/Timilty Partnership at 724-3210, by e-mail at *timilty@partners.org* or visit the Partnership's website at *http://timilty.boston.k12.ma.us/mgh*.

Wife of MGH patient expresses gratitude

James J. Mongan, MD, president of the MGH, often receives letters from grateful patients and their families about the care they received at the hospital. Below is such a letter about the Catheterization Unit.

Dear Dr. Mongan:

Recently, my husband was a patient at the Massachusetts General Hospital in the Catheterization Unit of the Ellison Building on the 11th floor. We recently moved from New York to Massachusetts where we continued my husband's care for his heart problems.

Ostensibly, New York has some of the finest doctors and hospitals in the country. In my assessment, they could not "hold a candle" to the care we received from the professional staff in your facility. No "stone was left unturned." Every part of my husband's anatomy was checked and rechecked.

Igor Palacios, MD, my husband's attending physician, is absolutely the best. He assessed my husband's condition and conferred with other doctors as to the best course to take to help alleviate his heart problems. He explained all the details we needed to know regarding the angioplasty he was performing and the stents he was installing and did so with patience and understanding, treating us with the utmost dignity. As I expressed to Dr. Palacios, in New York, doctors think they are God; here they are human beings.

In addition, Laurel Tenney, RN, his daytime nurse, could not have been more professional and caring. She treated my husband almost as if he had been family. No task was too great for her to carry out. In fact, after encountering some difficulty after the second procedure, they placed him in the Critical Coronary Care Unit to monitor his vital signs. On her way home after her shift had ended, Laurel came down to the eighth floor to check on his condition. Such dedication is rare indeed. Not too many people take the time to demonstrate such genuine care and understanding. She is truly a Florence Nightingale.

I could go on and on about the caliber of your facility — the doctors, nurses and other professional staff — but I think by now you must know how grateful and thankful my family is that my husband was fortunate in being a patient at the Massachusetts General Hospital with the most capable, caring and dedicated staff I have ever encountered.

Plaudits to you for running such an exemplary hospital and for recruiting the best doctors and other professional staff anywhere in the country, or to be even more presumptuous, in the world.

Sincerely,

Elaine Goldmintz

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MGH HOTLINE

What's Happening

Interpreter Services seminar
MGH Interpreter Services will host a seminar called "Communicating Effectively with Deaf and Hard of Hearing Patients." The seminar will be presented by the Commission for the Deaf and Hard of Hearing, Feb. 7, 10 am to noon, Clinics Lower Amphitheater. The seminar will cover topics such as the role of the interpreter, legal issues, case studies, communication access and similarities and differences among deaf, oral deaf, late-deafened and hard of hearing persons. For more information, call 726-6966.

HOPES seminars
The MGH HOPES (Helping Our Patients and Families through Education and Support) program will offer "The Male Perspective: A Drop-in Discussion for Men Undergoing Treatment," facilitated by Jeff Mello, LICSW, MSW, Jan. 22, noon to 1 pm. "Parenting in Challenging Times: A Drop-in Support Group for Parents," facilitated by Paula Rauch, MD, a child psychiatrist, will be offered Jan. 23, 11 to noon. "Are You Thinking about Complementary Therapies? Exploring Yoga," facilitated by Luba Zagachin, certified yoga instructor, will be held Jan. 24, noon to 1 pm. All seminars are held in the Cancer Resource Room on Cox 1. Seminars are free, and no registration is required. For more information, call 724-1822 or 72-HOPES.

POE rollout in Gynecology Service
Provider Order Entry (POE), a computer program used by clinicians to record patient information online, will be implemented in the Gynecology Service beginning Jan. 29. Drop-in training sessions have been scheduled for the Gynecology Service staff. In-house support staff will be available to assist new users during this implementation. Support also is available by calling the Help Desk at 726-5085. For more information, call Michele Cullen, project manager, at 726-6874, or send e-mail to *mcullen1@partners.org*.

Clinical Research Program seminar
The Clinical Research Program will present "Conducting Clinical Research Studies" for clinical research coordinators with less than six months experience, Feb. 7, 8:30 am to 5 pm, in the Wellman Conference Room. The program will be presented by Lorraine Ellis, MS, MBA, president, Research Dynamics, Inc. This program includes instruction in the site's role in the drug development process, the roles and responsibilities of research staff, good clinical practice, study conduct and audits. The seminar does not address National Institutes of Health studies. This course awards 8.4 CEUs for registered nurses. Enrollment is limited, and registration is required. To register, visit *http:\\crnet.mgh.harvard.edu* or contact Alison Simmons at 726-1669.

In General

Stephen R. Lauterback, MD, an MGH clinical and research fellow in Vascular Surgery, recently received the Darling Award for Clinical Research at the New England Vascular Society meeting. **Patrick Casey, MD**, an MGH research fellow in Vascular Surgery, was presented with the Deterling Award for Basic Science Research at the same meeting.

Hermes C. Grillo, MD, of MGH Surgery, recently was presented the New England Surgical Society Nathan Smith Distinguished Award in recognition of exceptional professional contributions.

James Balcom, MD, of the MGH General Surgery Residency Program, recently received first prize in the residents' competition for his five-year study of pancreatic resection operations at a recent meeting of the New England Surgical Society. In addition, **Jean-Pierre Pierie, MD, PhD**, a research fellow, received third prize in the same competition for his paper "Effect of Surgery and Grade on Outcome of Gastrointestinal Stromal Tumors."

The Compliance Helpline

The MGH Compliance Office reminds MGH employees of a special telephone reporting system that is available to report any legal or ethical concerns they may have. The Compliance Helpline is an untraceable telephone line (726-1446) established so that any employee can confidentially report to the Compliance Office director. If faced with a legal or ethical problem within their job duties, MGHers are encouraged to report the incident to their supervisors and/or call the helpline, so that the hospital may take appropriate action. An employee also may make an anonymous report in writing by addressing the letter to Corporate Compliance, Bulfinch 360C.

MGH Hotline is published weekly by the MGH Public Affairs Office.

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MGH Public Affairs Office
(617) 726-2206

January 26, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH transplant patient goes for the gold

Bryan Wentzell describes his recent ski trip to the Swiss Alps as an incredible experience. The 27-year-old went to Nendaz, Switzerland to participate in a winter sports event that attracted athletes from around the world. He was one of only 10 athletes from the United States to compete — the only one from New England. Like most sporting events, the competition was fierce. But unlike other competitions, all of the athletes had at least one thing in common — they were all transplant recipients.

Wentzell's journey to this competition started in 1996, when he was a junior in college and went to his family's physician with what appeared to be a case of gout. He then was referred to a nephrologist — a physician specializing in treating kidneys — who found that Wentzell suffered from a chronic disease called renal agenesis. Within two years, he would have to undergo dialysis on a permanent basis or have a kidney transplant.

At that time, Wentzell's life didn't change much. He moved to Alaska to study anthropology at the graduate school of the University of Alaska. An avid outdoorsman, he continued to hike, backpack and ski until he finally had to return to the Boston area in 1997 to begin dialysis. He made the best of the situation, undergoing treatments in the mornings and working as a ski instructor at a local resort in the afternoons.

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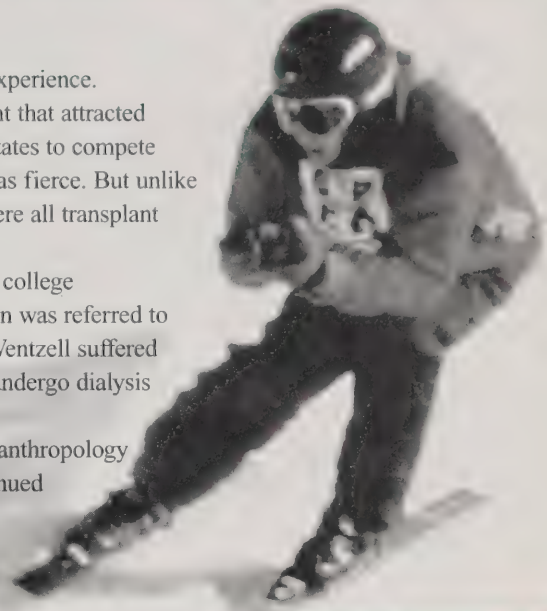


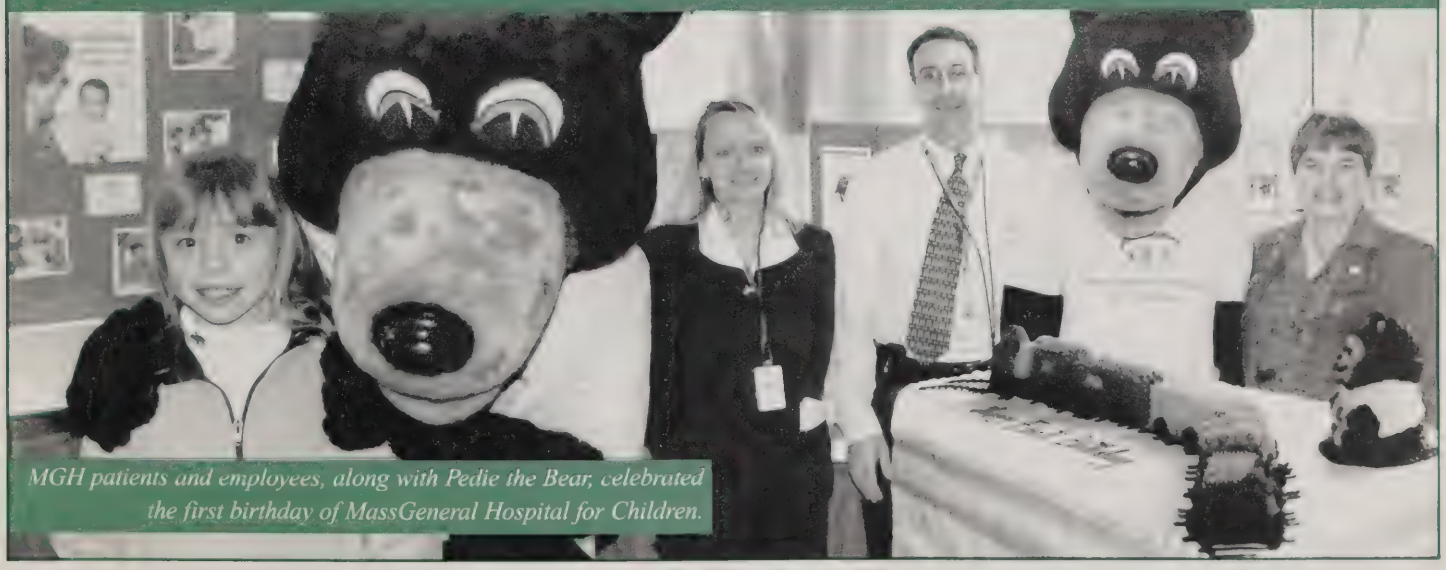
Wentzell during a trial run.

Happy birthday to MassGeneral Hospital for Children

MassGeneral Hospital for Children celebrated its first birthday Jan. 17 with information displays and a special cake-cutting ceremony in the Main Corridor. Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics; Patricia Donahoe, MD, chief of Pediatric Surgery; and Ronald Kleinman, MD, associate chief of Pediatrics for MassGeneral Hospital for Children, greeted patients, visitors and employees in a brief presentation.

Last year, MGH Pediatrics changed its name to MassGeneral Hospital for Children to better convey to the public that the MGH has a specialized children's hospital within its general hospital. The name change better reflects the mission of the service to provide the highest quality care throughout the lives of its patients.

The hospital within a hospital is composed of more than 100 pediatric specialists and a network of more than 200 primary care pediatricians, as well as nurses, child life specialists and social workers.



MGH patients and employees, along with Pedie the Bear, celebrated the first birthday of MassGeneral Hospital for Children.

— MGH transplant patient goes for the gold

(Continued from Page 1)

In 1998, after four months waiting on the national organ donation list, Wentzell was notified of a donor kidney. He underwent a successful transplant surgery at the MGH and recovered quickly because of his good health.

"WITHOUT MY TRANSPLANT, I WOULD HAVE BEEN ON DIALYSIS FOR THE REST OF MY LIFE."
— Bryan Wentzell

With a new lease on life, Wentzell was determined to continue his active lifestyle. He went to the Winter World Transplant Games in Salt Lake City, Utah, in January 1999, where he competed in the downhill skiing competition. A multidisciplinary sporting event, the World Transplant Games are held every two years and are open to recipients of any life-saving organ or solid tissue transplant. The purpose of the event is to promote the importance of organ donation and the success of transplantation by showcasing the athletic abilities of transplant recipients. Competitors from more than 60 countries vie for gold, silver and bronze medals.

"It was great to meet people from all over the world who are like-minded," says Wentzell. "I met 40- and 50-year-old transplant recipients who are super athletes, often in better shape than before they had their operations. Some who attend are just glad to be alive and able to participate. Others are very competitive and go to the games to win."

His experience in Salt Lake City was so profound for him that Wentzell jumped at the chance to compete in the 2001 Winter Games that were held Jan. 14 to 19 in Switzerland. "I had never been to Europe, so I just wanted to go for the experience," he says. Wentzell placed fifth in the slalom event and reports that "the weather was phenomenal and the mountains incredible."

Wentzell adds: "I think it is important to get the word out about organ donation. Without my transplant, I would have been on dialysis for the rest of my life. There is no way I could do half the things I do if I were on dialysis. I hope that more people will talk to their families about the decision to donate. And it is important for people to see these athletes lead active, productive lives because of a life-saving transplant — especially heart and liver recipients, whose options would have been either a transplant or death."

Wentzell's MGH caregivers are proud of his accomplishments and spirit to live life to its fullest. "Bryan is a great person," says Francis Delmonico, MD, director of MGH Renal Transplantation, and Wentzell's transplant surgeon. "He has such an enthusiasm for life. It is our delight to see him perform so well in these transplant games."

ADVANCES

MGH team identifies gene that causes familial dysautonomia

MGH researchers have identified the gene that causes familial dysautonomia (FD), a degenerative neurological disorder found in the Ashkenazi Jewish population, whose ancestors originated in Eastern Europe. One in 30 Ashkenazi Jews carries the FD gene, and approximately one in 3,600 individuals is affected. In FD, the autonomic and sensory nervous systems fail to develop fully, resulting in a host of complications ranging from difficulty in swallowing and feeding (in infants) and problems controlling heart rate and blood pressure. Sixty percent of all infants with FD require tube feedings, and many of those affected are born without taste buds or the ability to produce tears. Despite advances in medical treatment, only about 50 percent of patients live to be 30 years old.

Gusella

The MGH team, under the direction of James F. Gusella, PhD, director of the MGH Molecular Neurogenetics Unit, has shown that mutations in a gene named IKBKAP cause FD. The findings will appear in the March issue of the *American Journal of Human Genetics*. The immediate result of this discovery will be the ability to do carrier testing in the Jewish population.

"While genetic testing for at-risk families has been going on for years, our discovery now will permit anyone in the general Jewish population to have carrier testing," says Gusella. In addition to discovering the mutations that can cause FD, Gusella's team has shown that the expression of the mutant gene in FD patients varies depending on what cell types are examined.

"The fact that we see normal protein expressed in some patient cell types, despite the presence of the mutation, is unusual and important. By investigating this underlying mechanism, we may learn how to increase the amount of normal protein made in nerve cells, which could lead to a treatment for the progressive neuronal loss seen in FD," says Susan A. Slaugenhaupt, PhD, also of the MGH Molecular Neurogenetics Unit, and the other principal author of the paper.

Gusella, Slaugenhaupt and their team have been studying FD for more than 10 years, and the successful prenatal testing that has resulted in the birth of 69 healthy babies is the direct result of their earlier discoveries. The team has been supported by the Dysautonomia Foundation for 10 years and has also received support from the National Institutes of Health, the Israeli Science Ministry and the US-Israel Binational Science Foundation.

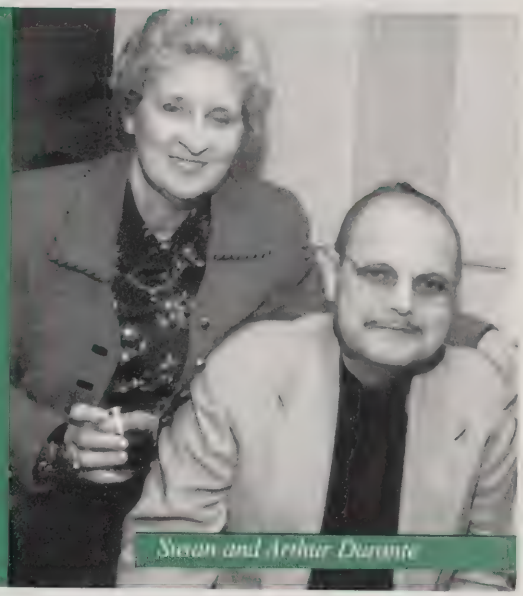
Special award to recognize special employees

Nominations are being accepted for the Susan and Arthur Durante Award, which recognizes nonphysician staff for their compassion and professionalism in serving cancer patients.

Arthur Durante bravely battled Hodgkin's Disease for 34 years, making frequent visits to the MGH until his death last year. Along with his wife, Susan, Durante created the award in an effort to recognize the contributions of MGH staff to the lives and well-being of cancer patients.

Nomination forms are available in all patient care areas, the Gray and Cancer Center information desks and the Cancer Resource Room on Cox 1. Each winner will receive $1,000.

For more information, call Rosemary Chinetti at 724-3118. All nominations must be received by Feb. 16.



Susan and Arthur Durante

FROM THE ARCHIVES

Composite image depicts clinicians of the past

The group portrait and composite image *(below)* illustrates a photographic fad that was common in the late nineteenth and early twentieth centuries, especially for the depiction of graduating classes. All of a school's graduating nurses in 1890, for example, would have individual portraits taken and a composite face printed by using all of the negatives together. The blended images were thought to capture the essence of the class. The twelve Boston-area physicians seen here, nine of whom were on the MGH staff, belonged to a dinner club. Their individual photos were combined to form the middle image, which seems intended to represent the typical face of American medicine, circa 1910. The picture, originally the property of Walter Dodd, MD, now is preserved in the MGH Archives and Special Collections. ●

Clockwise from upper right: Oliver F. Wadsworth, MD; Frederick C. Shattuck, MD; Clarence J. Blake, MD; Maurice H. Richardson, MD; Henry P. Walcott, MD; E. Wyllys Taylor, MD; John T. Bowen, MD; Charles Harrington, MD; Arthur T. Cabot, MD; William L. Richardson, MD; George B. Shattuck, MD; and Reginald H. Fitz, MD.

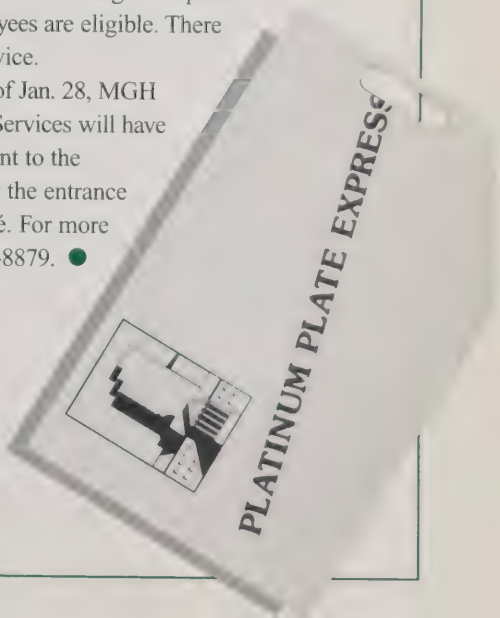
Platinum Plate Month for MGH Nutrition and Food Services

MGH Nutrition and Food Services has designated February as Platinum Plate Month. MGH employees who have a Platinum Plate card can buy food during the month of February and receive a 5 percent discount on their purchase. This promotion is available in all retail food services at the MGH, including the Eat Street Café, Coffee Central, the Blossom Café and Tea Leaves and Coffee Beans.

Using the Platinum Plate card allows employees to purchase meals without using cash and makes the checkout process faster. The value of the purchase is deducted from the employee's weekly or monthly paycheck.

To get a Platinum Plate card, employees can visit the Eat Street Café office behind the Carvery station in the Café. An MGH identification badge is required. All permanent employees are eligible. There is no fee for this service.

During the week of Jan. 28, MGH Nutrition and Food Services will have sign-up tables adjacent to the Blossom Café and at the entrance to the Eat Street Café. For more information, call 724-8879. ●



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MGH HOTLINE

WHAT'S HAPPENING

Ethics seminar
"Reconciling Lovers: An Ethical Perspective on the Interface between Research and Clinical Care" will be offered Feb. 14, 4:30 to 6 pm in the Walcott Conference Room. A panel of speakers will present ethical perspectives from various health care research roles. Refreshments will be provided. For more information, call 724-4136.

Home financing seminar
The Employee Assistance Program (EAP) is offering a seminar on home financing, "Home Buying Part II: Financing Your New Home." Bob Gray, senior mortgage originator at the Harvard University Credit Union, will speak Feb. 8, noon to 1 pm in the Wellman Conference Room. The presentation will cover the steps necessary to secure a mortgage and obtain pre-qualified status. For more information, contact the EAP at 726-6976.

MGH/Timilty Partnership events
The MGH/Timilty Partnership invites MGH employees to participate in the Timilty Middle School's Promising Pals program. Participants will serve as pen pals to Timilty students from February through June. Each Promising Pal is asked to befriend a Timilty student by exchanging letters and attending a breakfast at the school June 1. For more information or to sign up for the program, send an e-mail to Robert Cho at *rcho@timilty.boston.k12.ma.us* or call 724-3210.

The MGH/Timilty Partnership also is in need of volunteer judges for the Timilty Science Fair. MGH employees are asked to volunteer their time from 9 to 11 am, Feb. 12, 13, 14 or 15 to help students learn about science. Round trip transportation from the MGH is available on each of these days, leaving at 8:30 am and returning by 11:30 am. Previous teaching or scientific experience is not a requirement. For more information or to obtain a sign-up form, call 724-3210 or visit the Science Fair website at *http://timilty.boston.k12.ma.us/mgh/judges/default.htm.*

Dunham lectures
The 2001 Dunham lectures at Harvard Medical School will be held Feb. 12 and 13, 5 pm at the Daniel C. Tosteson Medical Education Center Amphitheater, located at 250 Longwood Ave. The guest speaker will be Professor Martin Raff of the Medical Research Council Laboratory for Molecular Cell Biology at University College in London. Raff will discuss "Sizing and Timing in Animal Development." Each lecture will be preceded by a reception in the Atrium.

MASSACHUSETTS GENERAL HOSPITAL

MGH Hotline is published weekly by the MGH Public Affairs Office.

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In memoriam

Daniel L. Brown, an operations associate in the Medical Intensive Care Unit on Blake 7, died suddenly Dec. 19.

Colleagues, family and friends are invited to attend a memorial service for Brown Feb. 1. The service will be held at 1 pm, in Conference Room 751 on Blake 7. A reception will immediately follow.

Scientific Advisory Committee meeting to be held

Members of the MGH research community will gather for the annual Scientific Advisory Committee meeting to be held Jan. 31 to Feb. 2. As part of the meeting's events, the 25th MGH Research Symposium and Poster Session will be held Jan. 31, 1:30 to 5:30 pm. Oral presentations will be given by Brad Hyman, MD, PhD, of Neurology, and Roger B. Tootell, PhD, of Radiology, from 1:30 to 3:30 pm in the O'Keeffe Auditorium. The poster session will follow in the Wellman Conference Room, from 3:30 to 5:30 pm. Seventy-eight posters will be shown by the research community, and students from the Timilty Middle School will present six posters in the Wellman Lobby.

The 54th annual meeting of the MGH Scientific Advisory Committee will be held Feb. 2 in the Wellman Conference Room, 8:20 to 10:20 am. This year's program will focus on the "Execution of R01 and New Research Programs." This is an open session. For more information, call Toni M. Donarumo at 726-1708.

February 2, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Researchers uncover how breast cancer metastasizes

Michael Detmar, MD

For the first time, researchers at the MGH have identified a new way in which breast cancer cells metastasize to the lymph nodes and lungs. This discovery could lead to new methods to predict and prevent the spread of cancer cells from a primary tumor, believe the researchers. The report from the MGH Cutaneous Biology Research Center (CBRC) appears in the February issue of *Nature Medicine*.

"We have identified a mechanism of breast cancer metastasis. I wouldn't say it's the only mechanism because there may be several others," says Michael Detmar, MD, a dermatologist and principal investigator in the CBRC. "But this certainly is a major molecular mechanism of how breast cancer metastasizes to the lymph nodes."

Although cancer cells are believed to enter the lymph nodes through the lymphatic system — a multipurpose tangle of vessels — little is known about how tumor cells get from the primary tumor into the lymphatic system. Detmar, Mihaela Skobe, PhD, and their colleagues report that the tumor cells appear to be exiting the tumor through a home-grown system of lymphatic vessels — one expressly cultivated by the tumor.

What is surprising about the discovery is that lymphatic vessels were not previously thought to exist in tumors. Part of the problem, says Detmar, is that until recently there has been no effective means of visualizing lymphatic vessels.

Using a new method for imaging lymphatic vessels, he and Skobe observed networks of the vessels deep inside breast tumor masses grown in mice. The vessels appeared to be carrying tumor cells.

Most striking, the number of lymphatic vessels inside the tumor appeared to be correlated with the number of metastatic cells in the lymph nodes and lungs, suggesting that the lymphatic vessels were providing a conduit for the flow of metastatic tumor cells.

This grim realization, if also true in humans, could be turned to a cancer patient's benefit, says Detmar. "In the future, we may be able to determine the amount of lymphatic vessels in a breast cancer specimen obtained from a patient," he says. "And it may potentially allow us to predict whether a tumor has a high risk of metastasis or a low risk depending on the density of lymph vessels in the tissue."

Scientists have known for some time that to grow, tumors must induce the growth of new blood vessels, a process called angiogenesis. While lymphatic vessels have been observed to grow and function on the outskirts of a tumor, no one has ever observed them doing so inside a tumor.

Rev. Bernice King brings love, lessons to the MGH

Partners employees fortunate enough to find a seat in the packed O'Keeffe Auditorium Jan. 24 were treated to an hour of inspiration and a celebration of unity. A series of speakers addressed the importance of diversity within the Partners community, recognizing the legacy of Martin Luther King Jr. The afternoon culminated with the rousing words of Rev. Bernice A. King, daughter of the late civil rights pioneer. King's address, also video conferenced to the Haber and Walcott conference rooms, marked the second annual Partners-sponsored event in honor of Martin Luther King Jr.

(Continued on Page 2)

From left, Darnell Williams, manager of Human Resources; Rev. Bernice King; Jeff Davis, senior vice president for Human Resources; Terry Wagner, Partners manager for Employee Programs; and Ron Greene, RN, BSN, of Case Management.

— Rev. King visits the MGH

(Continued from Page 1)

King's powerful presentation — coming just a week after the observation of her father's birthday — focused on the necessity of unconditional love, increased social responsibility and societal reform. "Love is the most powerful force," King reminded the standing-room-only audience. "The greatness of America will be found in its capacity to love." Serving as assistant to the pastor at an Atlanta church, King also is an author and advocate for the rehabilitation of at-risk youth.

Singer and activist Larry Watson opened the hour with a stirring vocal performance of "Lift Every Voice and Sing," followed by the opening remarks of James J. Mongan, MD, president of the MGH, and Thomas P. Glynn, chief operating officer of Partners. Mongan highlighted the enactment of Martin Luther King's dream at the MGH: "Like Dr. King, we at the MGH are committed to respecting the dignity of all races and all people." Mongan described the MGH's mission as "going beyond clinical and technical care to provide culturally sensitive care to our patients," citing such MGH programs as Culturally Competent Care Training in Patient Care Services and Spanish for Health Care classes. "While there is a lot more work to do in this area, we are committed to continue improving diversity at the MGH," he said. "We pledge to work with all of you to meet our goals of recruiting and supporting a culturally diverse workforce and to provide health care services to all members of our community."

To thank Rev. King for her visit to the MGH, Glynn presented her with a framed copy of an article that recently appeared in the *Boston Herald*, detailing the various Boston locations where her father had lived during his doctoral studies at Boston University.

Prior to King's address, Darnell L. Williams, manager of Human Resources at the MGH, introduced the three winners of the Partners Black Achievers Award. Jacqueline S. Dejean, research financial manager in the MGH Department of Radiology and chair of the Diversity Subcommittee of the Association of Multicultural Members of Partners (AMMP), was among the honorees *(see story at right).*

Ronald A. Greene, RN, BSN, chair of AMMP, introduced Watson's musical performance and King's oration. Noting the enthusiastic response of the audience as King prepared to take the podium, Greene remarked, "This is a great day. I never thought I'd see a room like this at the MGH."

A reception was held in the Trustees Room in the Bulfinch Building immediately following King's address. King was on hand to autograph copies of her book "Hard Questions, Heart Answers: Sermons and Speeches." Partners is planning to make videotapes of King's presentation available to departments and groups throughout the system.

Success through selflessness: MGHer recognized as Black Achiever

Jacqueline S. Dejean, research financial manager in MGH Radiology, recently was named a Black Achiever by the YMCA of Greater Boston. Dejean received her award at the Recognition Awards Gala held Jan. 25 at the Boston Copley Marriott.

The Black Achievers program recognizes African-American professionals with distinguished records in both their professional accomplishments and in their commitment to mentoring young people. Honorees are selected from throughout the Greater Boston community and represent a variety of career fields and backgrounds.

Jacqueline S. Dejean

Alvin Allen, escort and messenger at BWH, and Kim M. Clarke, senior legal assistant in the Partners Office of the General Counsel, were the two other Partners employees selected as Black Achievers.

Dejean has served as research financial manager for MGH Radiology since February 1998. She also is the chair of the Diversity Subcommittee of the Association of Multicultural Members of Partners (AMMP) and has been actively involved in various roles within the Society of Research Administrators.

Dejean's career accomplishments are exceptional — yet it is her work with young people that has distinguished her as a role model and community leader. She has served on the board of directors of Outreach Ministries and Teen Challenge in both Massachusetts and Rhode Island, and hopes to volunteer her time as a mentor for adolescents in a college preparatory program. Dejean also aspires to develop a training program in basic financial management for students. She will appear as a guest panelist at a high school health care expo later this month.

"I have always believed that a well-rounded individual is one who shares his or her 'wealth' with those around them," says Dejean. "A smile, a word of encouragement, my time, talents and resources are what I have been given by God to share with others." She also remarked upon the significance of being named a Black Achiever: "Selection as a Black Achiever allows me to be part of a network of African-Americans who have and are accomplishing great things in their workplaces and in their personal lives."

MGH HOTLINE

A true hero: Off-duty MGHer helps crash victim

MGH clinicians are trained to save lives every day, but one MGHer's skills were put to a test when she helped save a crash victim's life after leaving work Dec. 22.

Jessica Jaecklein, a clinical assistant for MGH Vincent Obstetrics and Gynecology at Mass General West in Waltham, was driving on Route 128 South on her way to the airport to pick up some visiting family members.

As she was driving in rush hour traffic, she saw a car cut off a home fuel delivery truck in front of her near the Randolph exit. The truck flipped over twice and landed on its roof. Jaecklein and several other drivers pulled over immediately to help. Jaecklein grabbed a first aid kit she had in her trunk and rushed to help the truck driver, who was thrown to the passenger's side of the vehicle after his seat belt broke. According to Jaecklein, the driver's side of the truck was completely crushed. "It was a good thing that his seat belt snapped," says Jaecklein. "Otherwise he would have been killed on the driver's side."

Jaecklein and another good samaritan, Michael Downing, quickly pulled the driver out of the truck. "He had a four inch gash on his skull that was bleeding, and he was pretty beat up," says Jaecklein.

Jaecklein and Downing attended to the driver until the police and an ambulance arrived. The driver, Paul White, was taken to a local hospital and treated for a broken clavicle, dislocated shoulder and a severe concussion. The gash on his skull required stitches.

As Jaecklein recounts the story, she remembers how she felt after the incident was over. "It was very emotional," she says. "You don't think about what is happening until it is all over. At the time, the adrenaline kicked in, and I wasn't myself. And as a health care worker, you question afterwards whether you did the right thing. We must have done something right, though, since Paul is still alive. It was very scary."

Fortunately, Jaecklein had undergone

Jessica Jaecklein at work at Mass General West

emergency medicine training when she worked at Harvard Vanguard for two years. She has been with the MGH for seven months and at Mass General West for two months.

About a week after the accident, White sent Jaecklein a thank you card with his phone number, asking her to call him. Since then, the two, along with Downing, have become friends. "We went out to dinner recently, and we are having dinner again soon so that we can meet Paul's family," says Jaecklein. "Paul is a great guy, and I'm just so glad that he is fine. And fortunately, I have made a friend out of all of this." ●

Celebrating the inaugural Bowditch Award

The Nathaniel Bowditch Award was created to recognize those who have made significant contributions to improving quality care while reducing costs. This week, two members of the MGH received the honor at an event launching the new award. The winners, chosen from more than 30 nominees, were Tessa Goldsmith, MS, CCC/SLP, of Speech-Language Pathology, and Colleen Ryan, MD, of the Burn and Trauma Service. Each received an award certificate and a check for $5,000.

Andrew L. Warshaw, MD, surgeon-in-chief, chaired the selection committee. "The committee had a very difficult time selecting a winner for this award. Originally the award was designed to recognize a single individual who had made significant contributions, but the competition was so tight that we decided to award two of those nominated." Carmen Vega-Barachowitz, director of Speech-Language Pathology, nominated Goldsmith for her work in designing and implementing a protocol for a procedure that evaluates patients who have difficulties in swallowing. Ryan was nominated by John Burke, MD, former chief of the Burn and Trauma Service, for her work incorporating a new type of artificial skin into the burn unit's practices.

Warshaw recognized and congratulated each nominee, and presented each with a certificate. James J. Mongan, MD, president of the MGH, Peter Slavin, MD, CEO and chairman of the Massachusetts General Physicians Organization, and Edward Lawrence, chairman of the MGH Board of Trustees, also spoke at the event.

The award was established by Charles and Nancy Munger through the Alfred C. Munger Foundation to honor Nathaniel Bowditch (1773-1838), a pioneer in celestial navigation. Bowditch had two sons who were important figures in the history of the MGH. Nathaniel Ingersoll Bowditch served for several years as a trustee, as both a chairman and vice president of the MGH Corporation. He also was responsible for writing the first volume of the MGH's history. His brother, Henry, was a house officer at the MGH in 1932 and became a pioneer in the treatment of chest diseases.

Tessa Goldsmith, MS

Colleen Ryan, MD

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MGH HOTLINE

WHAT'S HAPPENING

HOPES seminars

The MGH HOPES (Helping our Patients and Families through Education and Support) program will offer several classes and seminars this month. Drop-in yoga classes will be held each Thursday in February, from noon to 1 pm. Elizabeth Cook, an expressive arts therapist, will hold a class on the healing power of creative expressions Feb. 6, 13 and 20, from 1 to 2 pm. Steve Durant, EdD, of Psychiatry, will hold a drop-in support group for fathers dealing with cancer Feb. 6, 11 am to noon. Mimi Nelson-Oliver hosts an exploration of polarity therapy Feb. 7, noon to 1 pm. All events will be held in the Cancer Resource Room on Cox 1. Seminars and drop-in support groups are free, and no prior registration is required. For more information, call the Cancer Resource Room at 724-1822 or the HOPES program at 72-HOPES.

Black History Month presentation

The Patient Care Service (PCS) Diversity Program will hold a celebration of "The Empowered Presence of Difference," Feb. 9, 10:30 am to noon, to commemorate the start of Black History Month. Massachusetts Rep. Jarrett Barrios will serve as keynote speaker for the presentation, which also includes the second annual PCS Pinning Ceremony. The program will be held in O'Keeffe Auditorium. All Partners employees are welcome.

Treadwell Library extends hours

The Treadwell Library now will open a half hour earlier, at 8 am on weekdays as of Feb. 5. The library will close at 8 pm Monday through Thursday, and 7 pm Friday. Weekend hours are 10 am to 4 pm Saturday, and 2 to 8 pm Sunday.

MGH video

Employees are invited to view "Making a Difference," a video produced by the MGH Human Resources and Customer Service departments about what it takes to work and thrive at the MGH. The video will be shown Feb. 12, between 10 am and 2 pm, outside the Eat Street Café entrance and in the Main Corridor.

New MGH photo service

The MGH Photography Department now is offering an in-house poster printing service. MGHers can send in designs using programs such as PowerPoint, or the Photography staff can design posters and signs for them. The poster service comes at an affordable cost, typically 20 percent less than external sources. To order a poster or for more information, call 726-2237, send e-mail to *mghphoto@partners.org* or visit the Photo Lab in the Bulfinch Building, room 045.

IN GENERAL

Amit Mehta, MD, of the MGH Radiology Residency Program, recently received the annual Joseph Whitley, MD, Award for national advances in radiology education. The award was presented by the Association of University Radiologists.

Lee H. Schwamm, MD, associate director of Acute Stroke Services at the MGH, has been named chairman of the American Stroke Association's Operation Stroke in Boston. Operation Stroke is a community-based program that helps educate the public about stroke warning signs and the need for immediate emergency treatment.

Three researchers at the MGH, **Siu Sylvia Lee, PhD; Vasilis Ntziachristos, PhD;** and **Cindy Voisine, PhD,** have been selected as Runyon-Winchell Fellows. These fellowships recognize outstanding young scientists in the field of cancer research and are awarded by the Cancer Research Fund of the Damon Runyon-Walter Winchell Foundation in New York City.

MGH doctor lends pediatric expertise to book

Alia Antoon, MD, a physician with MassGeneral Hospital for Children and chief of Pediatrics at the Shriners Burns Hospital in Boston, has co-authored a book, "The Quick Reference Guide for Your Child's Health: Birth to Age Five," with Denise Tompkins, RN, a pediatric nurse specialist and former director of Patient Care Services at Shriners. The book includes a foreword by Colleen Ryan, MD, a physician with the Burn and Trauma Services at the MGH and a surgeon at Shriners.

Alia Antoon, MD, (left), and Denise Tompkins, RN

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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

February 9, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

MGH coordinates landmark bipolar disorder study

This week, the National Institute of Mental Health (NIMH) announced the launch of a nationwide study to improve the treatment of bipolar disorder. The $28 million study is being coordinated through the MGH. The clinical protocol requires the recruitment of 5,000 participants at 18 centers across the country, making it one of the largest research trials of its kind. The study will look for the most effective treatments to raise the standard of care for individuals with the disorder, which also is known as manic-depressive illness.

This research study, the Systematic Treatment Enhancement Program for Bipolar Disorder (STEP-BD), is the largest NIMH-funded clinical study ever conducted. STEP-BD focuses on finding the most effective strategies, including medications and talk therapies, for treating episodes of depression and mania and for preventing recurrent episodes over time. Participants will be the first to benefit from new information discovered during the study.

Sachs

"Better treatment for bipolar disorder depends upon large-scale, long-term, population-based research," says Gary Sachs, MD, principal investigator for the study and director of the Bipolar Treatment Center at the MGH. "We are extremely encouraged by the progress of the 800 people currently enrolled in the trial."

STEP-BD offers individuals high-quality, long-term continuity of care, and evaluates the effectiveness of current treatments. The study is open to people over the age of 15 with bipolar disorder, including those with additional mental or physical illnesses, those previously treated with medications or therapies and those who have never before been in treatment. Participants will receive ongoing evaluation, care and attention throughout the five-year study period. STEP-BD also examines other important outcomes such as quality of life, adherence to treatment, ability to work, social functioning and treatment cost-effectiveness.

For more information about STEP-BD, visit *http://www.stepbd.org.*

MGH employee becomes Heimlich hero

In the space of an instant, even the most routine moments can become matters of life and death. Thanks to the heroic actions of an MGH employee, what began as a terrifying situation two weeks ago turned into a happy ending.

At approximately 5 pm Jan. 25, the usually bustling Eat Street Café was quiet. Helen Doherty, RD, FMP, director of Nutrition and Food Services at the MGH, had just sat down to eat a late lunch when she noticed something wrong at a nearby table. "I saw a man bent over, and he was gagging," she remembers. "I asked if he was choking, and he couldn't speak." Doherty rushed to the phone to make a code call as a cashier, noticing the unfolding situation, called Security.

"Security and the nurses and doctors came very quickly," Doherty relates. But even before medical help arrived, another hero had stepped in. Cary Noyes, a Patient Transport employee, was already on the scene. As Doherty lifted the choking man from his seat and attempted to perform the Heimlich maneuver, Noyes, seeing that she was not strong enough to complete the procedure, assured her he could take over. Within seconds, he successfully performed the maneuver, ejecting a piece of meat lodged in the man's throat and saving his life. "Welcome back to America," Noyes told the man, an MGH outpatient. The man was examined at the Emergency Department before being discharged.

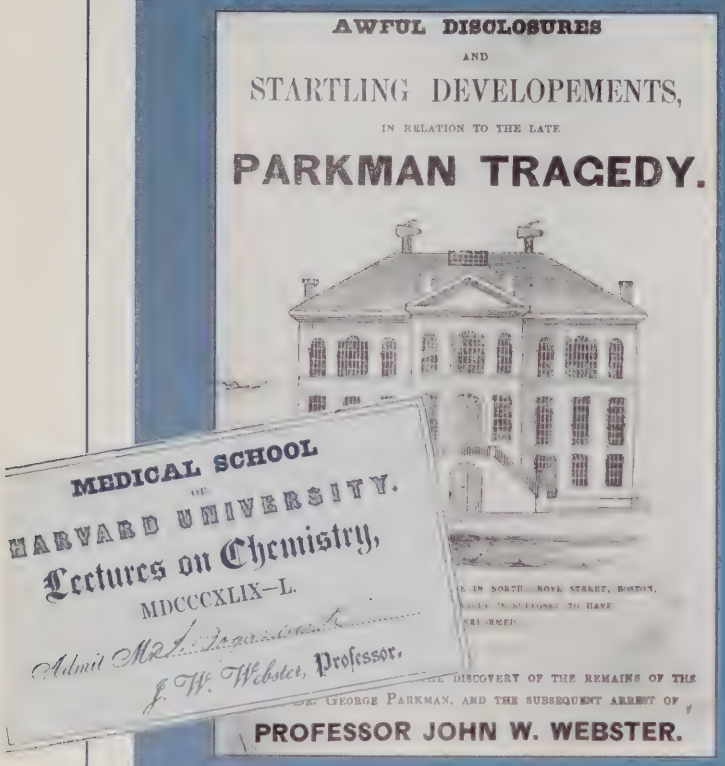
"He just appeared out of nowhere," Doherty says of Noyes, who recently received his five-year service pin from the MGH. "By the time the Code Team arrived, the situation was under control, thanks to Cary. At 5 pm, hardly anybody is in the Café. Thank God Cary was. He is a hero."

Noyes, however, modestly says that he did only what he had to do. "It was automatic. I saw what had to be done and I did it," he says.

(Continued on Page 2)

Doherty and Noyes

FROM THE ARCHIVES



Murder and intrigue at the MGH

Academic medicine in Boston took a ghastly turn when John W. Webster, Harvard's Erving Professor of Chemistry and one of the country's leading scientific authorities, murdered and dismembered George Parkman, MD, in November 1849. The macabre scene took place in the Harvard Medical School (HMS) Chemistry Lab, located near the present-day main entrance of the MGH.

Parkman, a member of the hospital's visiting staff, had pressed Webster for repayment of a debt and had publicly humiliated him. Webster was hanged in 1850 after a sensational trial that shocked Bostonians, not only because of the gruesome details in evidence, but also because neither victim nor culprit had behaved like "gentlemen."

Throughout much of the nineteenth century, professors at HMS sold tickets to students who wanted to attend their classes. They received such income in lieu of a salary. Several of Webster's HMS lecture tickets are preserved in the MGH Archives and Special Collections, including one from the fateful school year MDCCCXLIX - L (1849-50) *(see above)*.

— MGH employee becomes Heimlich hero

(Continued from Page 1)

"It was just an act of God that I happened to be coming off duty at the time." He credits the CPR and Heimlich training he has received, both in his former career with the U.S. Army and in the mandatory annual training program provided by the Patient Transport Department, for giving him the skills and confidence to intervene in a life-or-death situation.

Noyes insists that he is no different from anyone else at the MGH. "From the person who sweeps the floors to the physician who gives life to children, I think all the people who work here are heroes," he says. "We're all heroes, 365 days a year. This just happened to be my day." ●

MGH physicians recognized in survey

A number of physicians at the MGH have been named "Top Docs for Women" by *Boston Magazine*. The honorees, appearing in the February issue, were chosen for their excellence in treating women and in exploring women's health issues. *Boston Magazine* conducted a survey of 500 doctors in various specialties, asking them to name peers whom they would recommend to treat their own loved ones. The magazine supplemented the results by interviewing hospital, clinic and health association personnel about the nominees.

The following MGH physicians, listed by specialty, were recognized:

Arthritis: Karen Atkinson, MD, and Dwight R. Robinson, MD

Cardiology: Charles A. Boucher, MD; Roman W. DeSanctis, MD; Adolph M. Hutter, MD; and Eric M. Isselbacher, MD

Dermatology: Rox Anderson, MD; Bonnie T. MacKool, MD; and Arthur J. Sober, MD

Endocrinology: Gilbert H. Daniels, MD; Steven K. Grinspoon, MD; and Ann E. Taylor, MD

Genetic Counseling: Lewis B. Holmes, MD

Gynecology: Fredric D. Frigoletto, MD; Isaac Schiff, MD; and Carey M. York-Best, MD

Infertility: Keith B. Isaacson, MD; Isaac Schiff, MD; and Thomas L. Toth, MD

Internal Medicine: Claire Bloom, MD; Karen J. Carlson, MD; Nancy J. Gagliano, MD; Peter L. Gross, MD; and Johnson T. Wong, MD

Obstetrics: Robert N. Blatman, MD; Jeffrey L. Ecker, MD; Fredric D. Frigoletto, MD; Michael F. Greene, MD; and Carey M. York-Best, MD

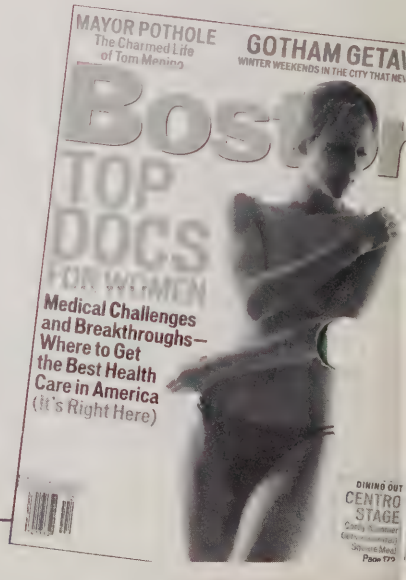
Oncology: Arlan F. Fuller, MD, and AnneKathryn Goodman, MD

Osteoporosis: F. Richard Bringhurst, MD; Joel S. Finkelstein, MD; and Robert M. Neer, MD

Plastic Surgery: Gregory Gallico, MD, and Andrew Lee, MD

Psychiatry: Edwin H. Cassem, MD, and Lois S. Slovik, MD

Sports Medicine: Thomas J. Gill IV, MD, and Bertram Zarins, MD


MAYOR POTHOLE
The Charmed Life of Tom Menino
GOTHAM GETA
WINTER WEEKENDS IN THE CITY THAT NEV
Bost
TOP DOCS FOR WOMEN
Medical Challenges and Breakthroughs—Where to Get the Best Health Care in America (It's Right Here)
DINING OUT
CENTRO STAGE

SAC meeting recognizes MGH research

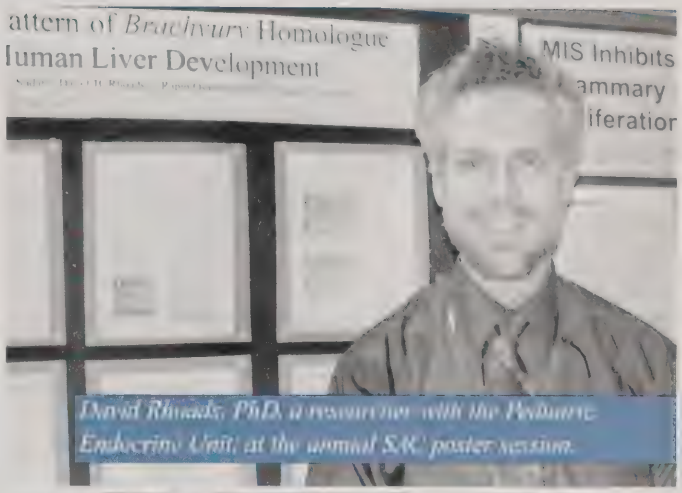
Members of the MGH community recently gathered to discuss, analyze and recognize the many facets of the hospital's research goals and accomplishments. The annual meeting of the MGH Scientific Advisory Committee (SAC) included a presentation of more than 70 scientific posters, talks on promising avenues of research and an intensive review of major programs and projects. The SAC is a distinguished panel of eminent scientists from outside institutions that advises hospital leadership on its research mission.

This year's meeting included oral presentations given by Brad Hyman, MD, PhD, of MGH Neurology, who spoke about "New Anatomical Studies of Alzheimer's Disease," and Roger B. Tootell, PhD, of MGH Radiology, who spoke about "Functional MRI of the Visual Brain."

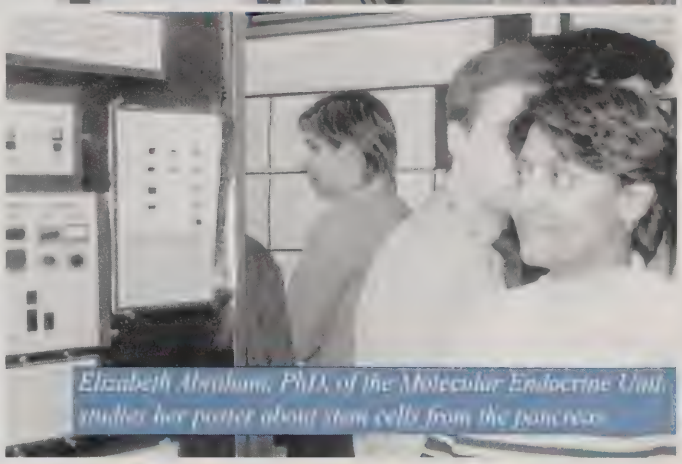
The 25th annual poster session included four posters from the Timilty Middle School. The students had the opportunity to present their science projects right alongside the MGH researchers *(see story below)*.

The SAC meeting officially began Feb. 1, with a welcome and introduction by John Parrish, MD, chairman of the Executive Committee on Research (ECOR) at the MGH. The meeting started with a brief discussion about Research Operations Improvement and new research programs. The remainder of the discussion was in a closed meeting with members of SAC and ECOR, who discussed a variety of topics, such as the pros and cons of addressing the balancing of the research portfolio and the purpose and future goals of SAC.

The keynote speaker for the SAC evening dinner at the Loeb House was former MGH director of Human Research Affairs Greg Koski, PhD, MD, who now is the director of the U.S. Office of Human Research Protection.



David Rhoads, PhD, a researcher with the Pediatric Endocrine Unit, at the annual SAC poster session.



Elizabeth Abraham, PhD, of the Molecular Endocrine Unit, studies her poster about stem cells from the pancreas.

Timilty teens present science projects with MGH researchers

Their booth was the first stop in a room crowded with some of the best researchers in the country. Elite scientists from the MGH filtered by, scrutinizing their poster displays with the keen eye of years of experience. The four individuals were prepared for probing questions and constructive critique — and none of them yet have their driver's license.

These four science protégés are students at the Timilty Middle School. They came to the MGH Jan. 31 to present their science projects at the annual poster presentation of the MGH Scientific Advisory Committee.

Sixth graders Imani Bryan and Claudia Tenen, along with eighth graders Anita DeAndrade and Christine Vong, had worked hard on their projects since November in preparation for the annual Timilty Science Fair, when they were singled out to present their projects at the MGH.

"This is a great opportunity for these four girls to experience firsthand what it is like to present your thoughts and ideas to the rest of the world," says Robert Chu, Science Connection program manager with the MGH Timilty Partnership. "We are very proud of all of our students."

MGHers are invited to see some of the Timilty Science Fair projects at the Science Connection Showcase March 9, 9 to 11 am in the MGH Main Corridor and at the Charlestown Navy Yard. For more information, call 724-3210.

Timilty students with parents and MGH mentors at the SAC poster session.

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MGH HOTLINE

WHAT'S HAPPENING

Clinical Research Program seminar

"NIH-Sponsored Studies: What Regulations and Policies Do We Have to Know?" will be held Feb. 14, 11:45 am to 1 pm in the Wellman Conference Room. Francine Molay, MSW, project manager of the multicenter National Institutes of Health (NIH)-sponsored Acute Respiratory Distress Syndrome (ARDS) Studies, will cover the federal regulations governing NIH-sponsored studies. Lunch will be served. The lecture qualifies for 1.2 CEUs for registered nurses. MGHers can RSVP by calling 726-1669.

Black History Month celebration

Robert Simmons, RN, RRT, will speak at a special meeting of the Association of Multicultural Members of Partners (AMMP) to celebrate Black History Month, Feb. 13, noon to 1:30 pm in the Trustees Room. Lunch will be served.

MGH video

Employees are invited to view "Making a Difference," a video produced by the MGH Human Resources and Customer Service departments about what it takes to work and thrive at the MGH. The video will be shown Feb. 12, between 10 am and 2 pm, outside the Eat Street Café entrance and in the Main Corridor.

MGH Cancer Center's HOPES program seminars

The MGH Cancer Center's HOPES (Helping our Patients and Families through Education and Support) program will offer several presentations and seminars this month. Regina Holdstock, RPh, will facilitate a discussion, "Got the Flu? What To Do," Feb. 12, noon to 12:30 pm. Joan Gallagher, RN, EdD, will host "Give Yourself A Valentine: Strategies to Stop Smoking," Feb. 14, noon to 1 pm. "What if My Cancer Comes Back? Dealing With Fears of Recurrence," facilitated by Elizabeth Johnson, RN, and cancer patient Ron Plomondon, will be held Feb. 15, 1 to 2 pm. Kim Halloran, MS, PT, will host "Getting Fit in the New Year: You Can Exercise While Undergoing Cancer Treatment," Feb. 16, noon to 1 pm. All events will be held in the Cancer Resource Room on Cox 1. Seminars and drop-in support groups are free, and no prior registration is required. For more information, call the Cancer Resource Room at 724-1822 or the HOPES program at 72-HOPES.

Schwartz Rounds

The 47th Kenneth B. Schwartz Rounds will take place Feb. 16, in the Walcott Conference Room, WACC. The featured topic is "Obesity: Caregivers Connecting With Their Patients." Lunch will be provided, beginning at 11:45 am, and the discussion will be held from noon to 1 pm.

MGPO quarterly meeting

MGH physicians and staff are invited to the Massachusetts General Physicians Organization (MGPO) quarterly meeting, Feb. 28, 5 to 6:30 pm in the O'Keeffe Auditorium. Michael Jellinek, MD, senior vice president for Administration at the MGH, will discuss the new MGH ambulatory care building and give an update on Newton-Wellesley Hospital. Joan A. Sapir, of Customer Service and Practice Support at the MGH and MGH/MGPO vice president, will give a Customer Service update, and Samuel O. Thier, MD, president and CEO of Partners, will present a Partners update. Refreshments will be served.

Valentine's Day? How about CHD Awareness Day?

Not only is Feb. 14 a day to celebrate romantic matters of the heart, but it also has been designated as Congenital Heart Defect Awareness Day. The MGH Pediatric Cardiology Department, along with the MassGeneral Hospital for Children, is joining with pediatric caregivers across the state to recognize the day by hosting an information table Feb. 14 in the Main Corridor.

Congenital Heart Disease (CHD) is considered to be one of the most common birth defects in the United States. The American Heart Association estimates that there are approximately one million Americans with congenital heart defects in the United States. More than 32,000 babies are born with CHD every year.

The MGH Pediatric Cardiology Department provides care for inpatients and outpatients with different types of cardiac disorders — ranging from minor murmurs and transient arrhythmias to complicated conditions, which require cardiac diagnostic or interventional catheterization or surgery.

For more information about the MGH Pediatric Cardiology Services, call 726-3826.

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Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
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by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
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February 16, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Black History Month recognized with celebration of difference

As the MGH marked the advent of Black History Month, Patient Care Services (PCS) held a special celebration of diversity Feb. 9 in the O'Keeffe Auditorium. At the event, two guest speakers and six PCS employees were honored for their embodiment of "The Empowered Presence of Difference" in a PCS Pinning Ceremony.

As the featured speaker, state Rep. Jarrett Barrios shared the story of his rise from a blue-collar background, and detailed his own battles with prejudice as the only Latino in the House of Representatives at the time of his election in 1998. Barrios is the founder of the House Latino American Caucus and is the sponsor of the Emergency Room Interpreter bill, which ensures that foreign language translation is available in hospital emergency rooms.

Barrios urged the audience to mark Black History Month by remembering those who fought for freedom and equality. "We have things like Black History Month because we cannot forget how we got here. We cannot allow ourselves to think that it was someone else's struggle," he said.

"Where we forget that we are connected on this wonderful timeline, we also forget that our present is connected to our future, and that we must continue the struggle."

Violinist Colin Matthews provided original musical accompaniment throughout the presentation and also delivered an address about overcoming "a world where people feel the need to separate themselves by race and class."

(Continued on Page 2)

From left, Crichlow, Waithe, Smith, Hobbs, Thomas and Murphy

Diverting a crisis: MGH improves emergency services

Hospitals across the nation have been suffering from emergency room overload, forcing many — including the MGH — to go on what is commonly referred to as "divert" status. Diversion occurs when a hospital can no longer safely and adequately care for noncritical patient transports, forcing ambulances to take those patients to other hospitals. The good news is that the MGH, which went on divert twice as often as any other Boston hospital last year, has steadily decreased its diversion rate for the past several months, despite an increase in volume in the Emergency Department (ED) and inpatient areas.

A divert means that all emergency room stretchers are full, patients are backed up in the triage area and the hospital can't accept any additional noncritical emergency patients. The decision to go on divert results from a high occupancy rate in the hospital, which would cause longer-than-usual wait times for patients being admitted from the ED. Having too many patients in the ED at any given time, even if beds are available, also can result in the need to go on divert.

While a hospital is on divert status, the ED still accepts walk-ins, patients transported by helicopter and certain other trauma referrals.

"The decision to go on divert is always a last resort," says Alasdair Conn, M.D., chief of MGH Emergency Services. "However, the quality and safety of our patient care comes first. We still are going on divert more than most hospitals, but we have made substantial efforts to reduce our divert times."

ED volume has continued to rise at the MGH, showing a 9 percent increase between fiscal years 1996 and 2000. In addition, the percentage of those emergency room patients who are admitted to the hospital has increased 28 percent in that time period, indicating a high acuity of patients being brought to the hospital through the

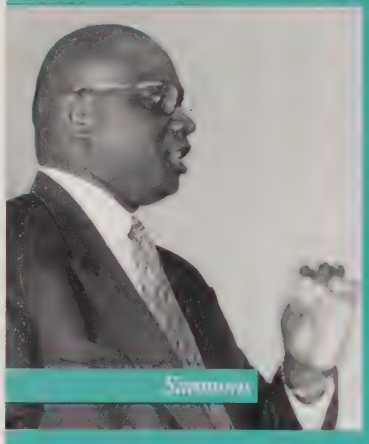
(Continued on Page 2)

AMMP speaker urges pursuit of dreams at Black History Month presentation

Robert Simmons, RN, RRT, MBA, was the featured speaker Feb. 13 at a meeting of the Association of Multicultural Members of Partners (AMMP) in the Trustees Room, in observation of Black History Month. Simmons began his career as a respiratory therapist at the MGH while attending school full-time for his nursing degree. Today, he is the founder and co-owner of Boston Home Infusion, a thriving home medical services company.

Simmons reminded the audience of the significance of Black History Month, remarking that "a lot of individuals have paved the way, and hopefully we will pave the way for others." He also expressed his pleasure with increased efforts to promote diversity at the MGH. "I'm very impressed. I never thought I would stand here, in the place I am today, talking about my success in a room with this many people of color."

Simmons discussed his rise to prominence in the business world, noting that many doubters told him he would never succeed in starting his own company — words he refused to accept. "We need not impose restrictions and boundaries on ourselves," he said. "Take what you have here and use it. Here at the MGH, you have many others around you to encourage you and share your experiences. Be resourceful to yourselves and to the people standing behind you."



Ronald A. Greene, RN, BSN, chair of AMMP, recognized the strides being made at the MGH in promoting diversity: "Diversity is at the forefront at the MGH. It's been a long and hard road, but it has been supported."

AMMP meets on the second Thursday of each month, from noon to 1:30 pm in Bulfinch 222. All employees are welcome.

— *Black History Month*

(Continued from Page 1)

"We need to go beyond that," he advised. "I refuse to see myself as being a color. You do your best work when you forget you are a color and are the best at who you are."

The presentation culminated with the PCS Pinning Ceremony, recognizing six employees for their contributions to furthering diversity and excellence at the MGH. Ronald A. Greene, RN, BSN, of Case Management, and chair of AAMP, acknowledged the courage displayed by the day's honorees. "They use a sense of strength from within, and today they are being honored not only for having survived, but for having succeeded."

The honorees were Ingrid Crichlow, operations coordinator on Bigelow 14; Anthony Thomas, patient care coordinator on the Blake 2 Infusion Unit; Yvonne Hobbs, patient care associate on Ellison 19; Brenda Smith, operations associate on Phillips 22; Michelle Murphy, RN, of Ellison 16; and Philip Waithe, RN, of the Center for Clinical and Professional Development. A slide show featuring candid portraits of the honorees at work concluded the ceremony, followed by a reception in the Trustees Room. ●

— *Diverting a crisis*

(Continued from Page 1)

emergency room. MGH leadership has established a hospitalwide approach to alleviating the diversion problem. An advisory committee was formed almost two years ago to identify possible solutions, incorporating the help of each service to improve the process and flow of emergency care.

Important steps that have been taken to help decrease the divert problem include:

- decreasing the average length of stay in the ED and throughout the hospital;
- enhancing lab testing and imaging services to decrease wait times for patients;
- adding physician, nursing and support staff to the ED;
- developing a Rapid Diagnostic Unit in the ED;
- admitting certain patients — from physician offices, health centers and other hospitals — directly to inpatient units, bypassing the ED;
- referring patients who do not need emergency treatment to the Medical Walk-In Unit; and
- opening new inpatient beds.

These efforts are showing success at the MGH. However, the diversion problem is widespread and is just one symptom of an ailing health care system in Massachusetts. Reasons for emergency room diversions can be attributed to a number of factors: an increase in uninsured patients seeking care in emergency rooms; sick patients making emergency room visits instead of calling their primary care physicians; and reduction in available beds and emergency room capacity because of hospital closures, conversions and consolidations.

Financial pressures on hospitals also have aggravated the diversion problem. Underpayment by managed care companies and Medicaid, an inadequate free care system that puts an undue burden on hospitals and excessive cuts in Medicare related to the Balanced Budget Act have caused a number of hospitals to close, putting additional strain on other health care institutions.

The diversion problem has plagued hospitals statewide to the point that Gov. Paul Cellucci recently convened a health care task force to help find solutions. The Department of Public Health also has been working with the Massachusetts Hospital Association to address the issue. ●

Have a good idea? 'Making a Difference' grants can turn it into a reality

Many MGHers are on the lookout for creative ways to help improve a patient's experience at the hospital. Whether it is developing a new brochure that explains a patient's illness or simply sending a greeting card after a patient has been discharged, employees often know the added touches that can make a difference to a patient and/or patient's family.

Now those good ideas can be put into action, thanks to support from the "Making a Difference" grant program, which is jointly sponsored by the MGH and the Massachusetts General Physicians Organization (MGPO). Named after the "Making a Difference" employee recruitment and retention video *(see story below)*, the grant program offers a one-time payment of $5,000 to support employee initiatives that improve the quality of service provided to patients, families and fellow employees. The grant program may be familiar to some MGH employees, as it is modeled after the MGH Service Grant Program from several years ago, which awarded nearly $200,000 in grant money to MGHers.

"What better way to improve our services for patients and their families than to tap into the talent and creativity of our own employees, who know better than anyone how to take care of patients more efficiently and effectively?" says Mary Cunningham, director of the Service Improvement Program for MGH/MGPO Customer Service and coordinator of the grant program. "The goal of these grants is to provide seed money to help employees implement their ideas into solid programs or projects that can be funded later with other resources."

"WHAT BETTER WAY TO IMPROVE OUR SERVICES FOR PATIENTS AND THEIR FAMILIES THAN TO TAP INTO THE TALENT AND CREATIVITY OF OUR OWN EMPLOYEES?" — MARY CUNNINGHAM

All MGH employees — including Bulfinch Temps and volunteers — are eligible to apply for the grants with departmental and/or administrative approval. Preference will be given to projects that address service issues from the patient's perspective. Special consideration also will be given to proposals that involve collaborative efforts. The maximum grant award is $5,000; however, if several departments are collaborating on a proposal, a grant of up to $10,000 can be requested.

Employees can request a grant proposal application by calling 726-1816 or by visiting the MGH/MGPO Customer Service Department at Emerson Place 5, Suite 113. Deadline for the first round of awards is April 30. For more information, contact Mary Cunningham at 724-1004 or send e-mail to *mccunningham@partners.org*. An information display about the grant program will be in the Main Corridor Feb. 20, 11 am to 1 pm.

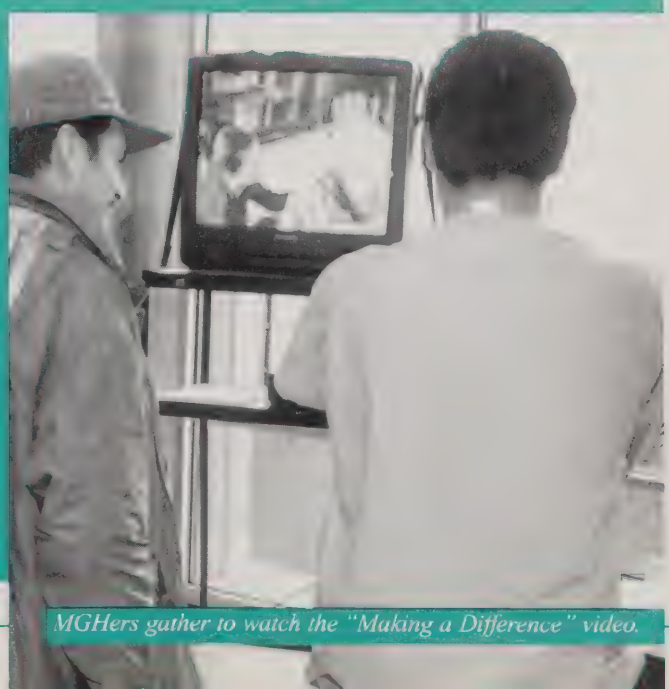
'Making a Difference': video chronicles what it takes to be an MGHer

MGHers have many reasons why they come to work at the hospital — the opportunities, the challenges, the tradition of excellence, the camaraderie and teamwork, and most of all, the ability to make a difference in the lives of patients, visitors and other employees.

The many reasons why the MGH attracts employees from all over the world and from all walks of life are illustrated in a 14-minute video called "Making a Difference," which is being used as a hospital recruitment tool. The video highlights the many facets of working at a large teaching hospital in Boston, and includes interviews with current employees who describe how they make a difference at the MGH.

The video was produced by the MGH Human Resources (HR) and Customer Service departments. It recently was shown to employees and visitors outside the Eat Street Café entrance and in the Main Corridor.

To get a copy of the video, MGHers can contact their HR representative or call Mary Cunningham at 724-1004.



MGHers gather to watch the "Making a Difference" video.

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MGH HOTLINE

WHAT'S HAPPENING

MGH Cancer Center's HOPES Program seminars

The MGH Cancer Center's HOPES (Helping our Patients and Families through Education and Support) Program will offer "Fear of Death: Spiritual Resources," facilitated by Rev. Michael McElhinny, Feb. 21, noon to 1 pm. Paula Rauch, MD, will present "Parenting in Challenging Times: A Drop-In Support Group for Parents," Feb. 27, 11 am to noon. Both events will be held in the Cancer Resource Room on Cox 1. Seminars and drop-in support groups are free, and no prior registration is required. For more information, call the Cancer Resource Room at 724-1822 or the HOPES Program at 72-HOPES.

Psychiatry Grand Rounds speaker

The Psychiatry Department will host a special Grand Rounds session March 1 at noon in the Ether Dome. Ezra E.H. Griffith, MD, deputy chair for Clinical Affairs and professor of Psychiatry and African-American Studies at Yale University School of Medicine, will discuss "Race and Excellence: My Dialogue with Chester Pierce." An informal lunch in the Hackett Room on Bulfinch 3 will follow.

Bald is Beautiful Ball

The MGH Cancer Center will hold its annual Bald is Beautiful Ball March 23, 7 pm to midnight at the Hyatt Regency Hotel in Cambridge. The evening will feature cocktails, dinner, dancing and an auction hosted by Kim Carrigan of Channel 7 News. Black tie is optional. All proceeds will benefit the Bone Marrow Transplant Patient Gift Fund. Tickets are $75 in advance. For more information or to RSVP by Feb. 28, call the Cancer Center at 726-5600.

Blood donor giveaway

All employees who donate blood at the MGH Blood Donor Center before March 1 will receive a free long-sleeved blood donor T-shirt. The donor center is located on the first floor of the Gray/Jackson Building, and is open Monday through Thursday, 8:30 am to 6:30 pm, and Friday, 8:30 am to 4:30 pm. For more information, call 726-8177.

Women and Addictions Awareness Week

The West End Clinic and the MGH Social Service Department invite the MGH community to observe Women and Addictions Awareness Week, March 5 to 10. MGHers can stop by an informational table March 7, 10 am to 5 pm in the Main Corridor to view a video highlighting women's stories of recovery from drug and alcohol addiction.

Schwartz Center Caregiver Award

The Kenneth B. Schwartz Center currently is accepting nominations for the annual Compassionate Caregiver Award, which recognizes Massachusetts caregivers who display extraordinary kindness in caring for patients. Any professional caregiver who interacts directly with patients, in any setting, is eligible for the award. The winner will receive a $5,000 monetary prize. Nominations will be reviewed by a statewide committee of physicians, nurses, social workers, community health center workers, patient advocates and consumers. The award will be presented at the Schwartz Center's annual dinner this fall. Nomination forms can be obtained by calling 724-6416, or by visiting *http://www.theschwartzcenter.org*. All nominations must be received by April 9.

Unscrambling the genome puzzle

Researchers from around the world came together this week to explain the latest findings from the Human Genome Project. The results were featured in a special issue of *Nature* magazine, published Feb. 15. Many MGH researchers have participated in the project, contributing significant data to the findings. Researchers from a private-sector group doing similar work also published their findings in *Science* this week.

David Altshuler, MD, PhD, of the MGH Department of Medicine and MGH Molecular Biology, and a researcher with the Whitehead/MIT Center for Genome Research, was the senior author of one of the papers in *Nature* entitled "A Map of Human Genome Sequence Variation Containing 1.42 Million Single Nucleotide Polymorphisms."

Steven Reppert, MD, of MGH Developmental Chronobiology, and his research team also contributed to the project with their paper "Keeping Time with the Human Genome," which details their research into the molecular working of the mammalian circadian clock.

The Human Genome Project is a collaboration between the U.S. Department of Energy and the National Institutes of Health, in an effort to identify all genetic material by determining the sequence of the humane genome's DNA.

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
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February 23, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

The Zipcar: Getting there just got easier

The perky green Volkswagen seen zipping in and out of the Fruit Street Garage recently may be a convenient solution for MGHers who don't own a car or who don't want to drive their own car to work. It's the MGH's latest transportation incentive for employees — the Zipcar.

Zipcar is the name of a local company that offers a membership to access private vehicles for short-term, round-trip use, 24 hours a day. As an official sponsor of the citywide Zipcar program, the MGH has two Zipcars in the Fruit Street Garage.

"We're trying to offer alternatives for commuting other than getting in a car each day and driving to work," says Joe Crowley, manager of Outside Services for MGH Police and Security. "We hope that by offering the Zipcar for those days or evenings that employees need transportation for meetings or social engagements, they will reevaluate their commitment to commuting every day by car. The impact on their personal finances and the environment are causing more employees to seek commuting alternatives offered by the MGH."

The cost of the Zipcar membership includes: a $25 one-time application fee, $50 annual membership (reduced from the standard $75), $4.50/hour rental (at most locations), 40 cents per mile and a fully refundable security deposit of $300 to cover any mishaps, such as fender benders or parking tickets. The hourly charge is dropped between the hours of midnight and 6 am, so the driver pays only 40 cents per mile.

What do drivers get in return? A hassle-free ride without car owner anxieties such as insurance, maintenance, cleaning and skyrocketing gas prices (Zipcar provides a credit card to refill the gas tank).

The Zipcar is a good way to tool around for employees who have a meeting away from the hospital or want to spend an evening in town. To check the availability of the Zipcar, drivers can log onto the website at *http://www.zipcar.com* and reserve the car, much like they would check out a library book.

Courtney Koslow *(pictured below),* of the Bipolar Treatment Center in the MGH Psychiatry Department, is a Somerville resident who doesn't own a car, so she finds the Zipcar to be a valuable benefit. "Often I want to get out of the city on weekends or run an errand," she says. "I tend to think of it as my own. And the Volkswagens that make up the Zipcar fleet are fun to drive."

In addition to the Zipcar, the MGH offers other transportation options, including subsidies for the monthly T pass, van pools, a bike-to-work program and ride sharing. For more information, call 724-2819.

Work in progress: Ether Dome painting comes to life

During the past four months, spirits of MGH physicians past have arisen in the Ether Dome — or, more accurately, they have appeared courtesy of painter Warren Prosperi *(below)*. Prosperi is in the midst of a yearlong project to create a realistic mural depicting the world's first demonstration of the use of ether in a surgical procedure, which occurred at the MGH in 1846. The painting, a gift of the hospital's physicians, will hang on the front wall of what was then the operating theater on the top floor of the Bulfinch Building. The mural is expected to be completed in October.

Blood vessels hold the key to thicker hair growth

MGH researchers have succeeded in growing hair faster and thicker in mice, thanks to a protein that promotes blood vessel growth in their skin. The protein-treated mouse hair follicles — while no greater in number than those of normal mice — are individually bigger. Collectively, they increase the total volume of hair by 70 percent. This study appeared in the Feb. 19 issue of the *Journal of Clinical Investigation.*

If the protein has the same effects in humans, it could lead to the first angiogenic therapy for male pattern baldness. "In male pattern hair loss, it's not that the follicles are gone. They're just miniature follicles," says Michael Detmar, MD, of MGH Dermatology and lead author of the study. "If anyone could find a way to make the follicles bigger, men might grow hair again."

The discovery that increasing blood flow to the scalp helps stave off baldness may be old news to many barbers. For years, they have been advising clients to massage their scalps as a way of stimulating circulation and hair growth.

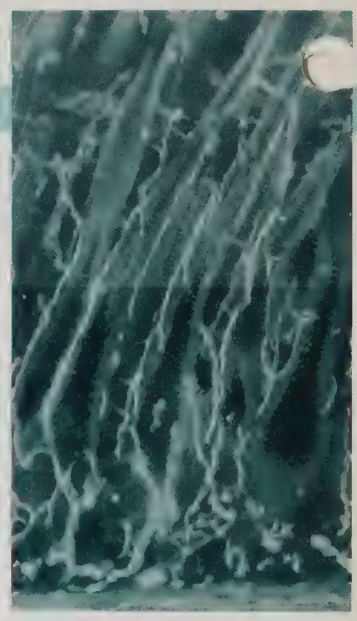
A few scientific studies have suggested that people with hair loss may have fewer blood vessels. But prior to the MGH study, no one had actually measured how closely blood vessel growth is correlated with hair growth, or what might cause scalp vessels to grow in the first place.

To explore these questions, Kiichiro Yano, a research associate in MGH Dermatology, and his colleagues compared two groups of mice, one normal and one genetically programmed to produce an abundance of VEGF, a protein known to trigger blood vessel growth. The VEGF-enhanced mice grew hair faster and thicker in the first two weeks of life than did the control mice.

The VEGF-enhanced mice also regrew hair faster. Shaved 8-week-old VEGF mice not only grew hair back sooner, they also exhibited a 30 percent increase in hair follicle diameter just 12 days after hair removal. "By overall volume, the hair was about 70 percent thicker than in wild-type mice," says Detmar.

Blood vessels located in the skin surrounding the pumped-up hair follicles were 40 percent larger in diameter than those found in normal mice, suggesting that the VEGF-mediated angiogenesis was causing the hair to grow faster and thicker.

When normal mice were treated with an antibody that blocks VEGF activity and then shaved, their hair grew back slower and was thinner than the untreated mice. Twelve days after hair removal, the VEGF-deprived mice still displayed bald spots and overall reduced hair growth. "By modulating VEGF, we can directly influence the size of the hair follicles," says Detmar.



Blood vessels around hair follicles during hair growth phase in mice.

As for how the VEGF-inspired blood vessels are plumping up the hair shafts, the researchers believe they may be delivering an extra supply of growth factors, in addition to oxygen and nutrients.

Detmar and his colleagues are developing a technique to deliver VEGF topically to the scalp. "The question now is can we by this method improve hair growth in humans?" he says. "Applying it to humans will be the big challenge." ●

Surgical technician brings her music to the MGH

The MGH is known worldwide as a center of medical talent. Yet many MGHers also harbor other gifts, like the musical ear and voice displayed by surgical technician Wendy Esoldo.

Esoldo has been a surgical technician in the Wang Same Day Surgery Unit (SDSU) for four and a half years. Her musical career, however, stretches back much further. Esoldo began singing and playing the piano as a child, and started writing songs when she was only 10 years old. "I write about a variety of things, from my own life story to things that have happened to other people," she says. "I just write as it hits me."

In 1997, Esoldo decided to record a CD. She made several trips to a recording studio in New Hampshire, often in the evening after she finished her MGH shift. Late last year, she completed the compilation, "Something to Believe In," which she describes as a collection of "relaxing pop ballads."

Esoldo's colleagues at the MGH have been supportive of her musical endeavors. "Everyone knew that I played the piano and sang," she explains. "They would ask how the CD was coming. When I got the discs around Christmas, people were buying them here in the SDSU." That led Esoldo to contact the staff at the MGH General Store, who agreed to sell copies of the CD in the gift shop.

Esoldo now hopes to market her songs to record companies around the country. "I worked so hard on this," she says. "I'm going to try sending it out and just see what happens."

MGH HOTLINE

MGH sets record for most successful United Way campaign

The MGH recently topped another impressive list as the number one hospital in Boston, this time as the best hospital fundraiser for the United Way of Massachusetts Bay campaign. Of all the hospitals that raise money for the nonprofit service organization — 25 in total — the MGH raised $206,847 in the 2000 MGH United Way campaign. The announcement was made at a special thank you luncheon recognizing campaign committee members, department representatives and volunteers Feb. 16 in the Trustees Room.

The best news from this year's campaign success is that a substantial portion of the increase from last year's results will come back to the MGH as a United Way donation to the MGH Social Services Department. More than $24,000 will be given to Social Services to help MGH patients with special needs.

"This was the hospital's most successful campaign ever," said Nancy Marttila, of the MGH Office of the President and co-chair of the campaign. "And we have all the wonderful employees who contributed to the campaign to thank for it. We also couldn't have done it without the extraordinary efforts of the campaign committee and the department representatives."

The mission of the United Way is to evaluate local human service needs and to raise funds to support organizations that have helped address those needs and strengthened communities.

According to John Herman, MD, of MGH Psychiatry and co-chair of the campaign, this year's results showed a 31 percent increase over last year's, far exceeding the initial goal of 4 percent growth. The number of donors also increased from 898 in the last campaign to 1,032 in 2000, with a substantial increase in the number of leadership gifts (donations of $1,000 or more). "This was a phenomenal year," said Herman. "This campaign exceeded all of our expectations." ●

MGHers involved with the campaign give a "big check" to the United Way.

The 2001 Pamela J. Ellis Memorial Secretarial Award

I nominate _____ Dept._____

Unit no. *(required)*_____ Job title_____

Nominee's phone_____

Submitted by_____

Relationship to nominee_____

Your job title_____ Dept._____

Phone_____

Please attach answers to the following questions:

1. In what way does the nominee demonstrate professionalism, service to patients / families / customers and a commitment to the highest work ethic?
2. Give an example of a situation in the last year where these qualities were demonstrated.
3. Please cite examples of how the nominee exhibits strong interpersonal skills, warmth in approach and compassion in dealing with others.
4. Please provide an overall statement about the excellence of the nominee's secretarial work.

Nominations for Pamela Ellis Memorial Secretarial Award

Nominations now are being accepted for the 2001 Pamela J. Ellis Memorial Secretarial Award, established in memory of Pamela J. Ellis, who served as an executive secretary at the MGH from 1992 to 1996.

The $1,000 award will be given to an MGH employee who exhibits the outstanding qualities that Ellis demonstrated during her tenure, and will be presented at the Secretarial/Clerical Staff Day luncheon April 25 at the MGH. All clerical support staff are eligible, and any employee may submit a nomination. The nomination form *(left)*, along with additional requested information, may be sent to Sunayana Bhalani in Human Resources Administration, Bulfinch 360, or faxed to 726-6089. Nominations also may be e-mailed in a similar format to *sbhalani@partners.org*.

Additional forms may be picked up in Human Resources offices at the following locations: White 14; 75 Blossom Court; CNY Building 149; and at the Chelsea, Charlestown, Everett, Back Bay and Revere health centers.

All nominations are due March 23 by 3 pm. For more information, call 724-7835. The winner will be notified prior to the luncheon.

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MGH HOTLINE

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WHAT'S HAPPENING

Ash Wednesday services

Ash Wednesday services will be held at the MGH Chapel, Ellison 1, Feb. 28. Roman Catholic Mass will be offered at 11 am and 4 pm. An Ecumenical service will be held at 12:15 pm. Ashes will be distributed in the Chapel from 9 am to 5 pm, and will be brought to each patient floor once during the day between 8 am and 5 pm. Ashes will be distributed at Building 149, CNY, West Wing, from noon to 2 pm, and at the MGH Revere Health Center, Sweet Conference Room, from 10:30 to 11:30 am. All Chapel services are broadcast on Channel 16 through the in-house television system.

End-of-life seminar

The Ethics in Clinical Practice Committee, the Palliative Care Service and the Center for Clinical and Professional Development for Patient Care Services will present "Living with Death," the first in a four-part series about death and dying, March 8 from 8 to 11 am and noon to 3 pm in the O'Keeffe Auditorium. The program will include a lecture, discussion and a videotape from the PBS series on the subject. To register, call 726-3111.

HMS/CNY shuttle service

The MGH Cancer Center, the Executive Committee on Research and Partners Transportation will offer a shuttle service for medical students between Vanderbilt Hall at Harvard Medical School (HMS) and the research facilities at CNY, starting March 5. Schedules will be posted at Vanderbilt Hall, HMS, and Building 149, CNY. For more information, call Robin Hoyle at 726-5613.

Boston Stroke Society symposium

The Boston Stroke Society will hold a symposium, "Invasive Management of Carotid Artery Disease: Endarterectomy vs. Stent Placement," March 7, 7:30 to 9:15 pm in the Wellman Conference Room. A limited-seating dinner prior to the event also will be held with advance reservations. Christopher Putman, MD, chief of Interventional Neuroradiology at the MGH, will be a featured speaker. The symposium is sponsored by the MGH Neurology, Neuroradiology and Neurosurgery departments. To make a reservation, send e-mail to *ackerman.robert@mgh.harvard.edu* by March 2. Cost of dinner is $15 for staff, $5 for residents and fellows. Checks made out to the Boston Stroke Society should be sent to Robert Ackerman, MD, prior to the event.

House officer retreat

The fourth annual Partners House Officer Core Curriculum Retreat will be held Feb. 27 and 28. Interns and first-year residents from all clinical specialties are invited to attend. Topics will include "Giving Patients Bad News," "Residents as Teachers," "Domestic Violence," and "Mapping out a Career Path Post-Residency." Exhibits on financial planning, global medicine, medical literature, Partners benefits and community service opportunities also will be offered. For more information, contact the Office of Graduate Medical Education at 726-5440.

EAP seminar series

The MGH Employee Assistance Program (EAP) will host "Ages and Stages," a two-part work/life seminar series, in March. "Part I: Infancy Through Pre-Adolescence" will be presented by Paula Rauch, MD, director of Child Psychiatry Consultation at the MGH, March 8, noon to 1 pm in the Wellman Conference Room. For more information, call the EAP at 726-6976.

In memoriam

Ira J. Spiro, MD, PhD, of the MGH Radiation Oncology Department, died Feb. 1 after a battle with cancer. Spiro, a resident of Newton, was 46. He leaves behind his wife, Jan, and two sons, Michael and Will.

Spiro was a physician, investigator and educator, focusing his work on tumors of soft tissues and bones. He designed a seminal study for patients with soft tissue sarcomas, and was a senior member of the MGH Connective Tissue Oncology Center. He assisted in developing the Connective Tissue Oncology Society at the MGH and was associate medical director of the MGH Northeast Proton Therapy Center. Spiro also was an associate professor at Harvard Medical School.

A memorial service will be held Feb. 28, 4:30 pm in the East Garden Room. All MGH employees and friends are invited to attend.

Submit news tips and story ideas to the *MGH Hotline*

Contact editors by phone
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Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
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March 2, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

An architect's rendering of the future Charles Street Jail site.

Ambulatory building plans expand

Plans for the hospital's new ambulatory building recently were expanded, adding a 140,000 square-foot wing for the outpatient services of the MGH Cancer Center. The additional section will extend the new ambulatory building — slated for construction on the site of the Charles Street Jail — further

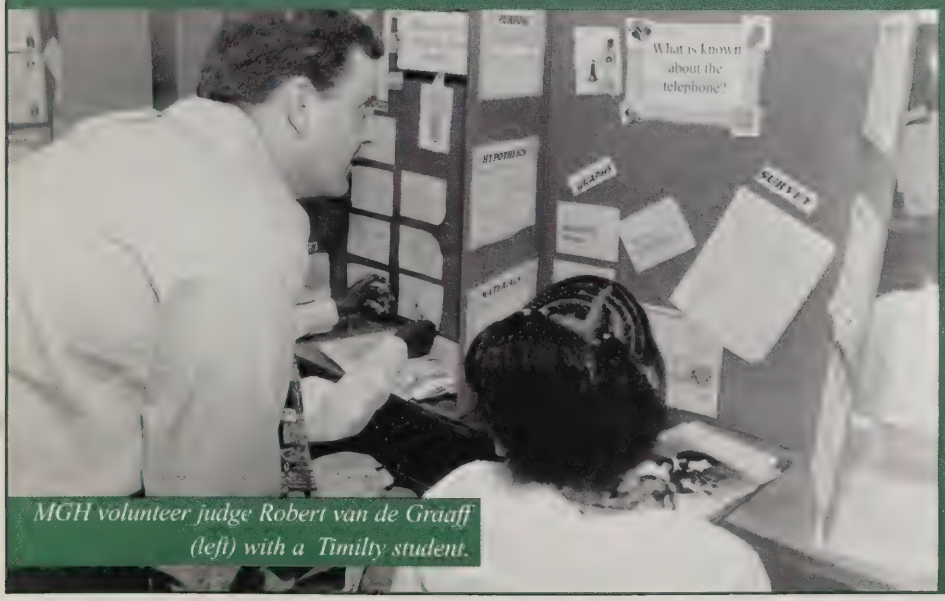
(Continued on Page 2)

Timilty Science Fair combines science, smiles

With proud grins and colorful posterboards, 560 students at the James P. Timilty Middle School presented their projects to a group of discerning yet appreciative evaluators. From Feb. 12 to 15, close to 90 volunteers from the MGH went to the school to judge the annual Timilty Science Fair. The fair represented the hard work of sixth, seventh and eighth graders, many of whom had started their projects months earlier with the guidance of MGH employees in the Science Fair Mentoring Program.

Just as the volunteer judges represented a wide variety of roles and departments within the MGH, students' projects explored a range of topics in the world of science. From studying the effects of Alka-Seltzer® used to power a model rocket to charting the makeup of a bacterial cell, the students tackled their research with a dedication that did not fail to impress their judges.

"The students were very enthusiastic and well prepared," says volunteer judge Nancy Sullivan, of MGH Case Management. "They clearly put a lot of thought and effort into their projects and were quite serious presenters." In addition to showing their projects and scientific journals to the judges, students also were required to explain their work and answer questions about their procedures and results. Each student project was subjected to two rounds of judging, on criteria ranging from creativity to adherence to the scientific method. Their scores were then added to grades given by Timilty science teachers to determine which students would advance to the final round.



MGH volunteer judge Robert van de Graaff (left) with a Timilty student.

The fair was organized by Robert Cho, program manager and science coordinator of the MGH/Timilty Partnership; Carlyene Prince, administrative director of the Partnership; and Wanda Velazquez, administrative coordinator of MGH Community Benefits. "It was great to see the level of enthusiasm and hard work," Velazquez comments. "The event was a success, and we could not have gotten through all of the judging without the help of the volunteers from the MGH, Harvard Medical School and the community."

For more information about the Science Fair and other Timilty programs, visit the Timilty Partnership website at *http://timilty.boston.k12.ma.us/mgh.*

— Ambulatory building plans expand

(Continued from Page 1)

toward Cambridge Street. The new cancer facility will enable the hospital to consolidate and expand its multidisciplinary cancer services, and to accommodate the rapidly growing demand for outpatient cancer care. Cancer services currently are located in the Cox and Blake buildings as well as other locations across campus. In addition, the new building will create space for the cardiovascular program, the musculoskeletal program, women's health and the MassGeneral Hospital for Children.

The expanded plans bring total space in the new ambulatory facility to 600,000 square feet, of which approximately 380,000 square feet will be built during the first phase of a two-phase process. The first part will involve construction of a section of the building above the Northeast Proton Therapy Center. The building will step down in height as it runs along the Fruit Street Garage and approaches Cambridge Street.

Phase 1 will begin with the removal of the east wing of the jail, scheduled for this spring, and the construction of a seven-level underground garage with approximately 725 spaces, scheduled for summer and fall. Work on the first part of the ambulatory building is expected to begin in the fall of 2001 and to be completed in late 2004.

The second phase of the project will begin with the removal of the VBK and Clinics buildings in mid-2004. An additional 220,000 square feet will be constructed on the site currently occupied by these facilities.

Construction of the second phase is expected to last until 2006. The phase 2 ambulatory building will house outpatient surgery and expanded radiology services. Phase 2 also will allow for a separate covered ambulance entrance to the Emergency Department.

The total cost of the building is slightly more than $300 million, with approximately one-third of the cost dependent upon fundraising efforts. The architectural team for the project is Cambridge Seven Associates, Inc., a local firm, in collaboration with Michael Fieldman of New York.

"The MGH desperately needs space for its growing ambulatory services," says Michael Jellinek, MD, MGH senior vice president for Administration. "The hospital's outpatient facilities now are filled well beyond capacity. Waits for appointments are too long, especially in some of the specialty practices. We want to make outpatient visits more accessible and convenient for patients and families."

The hospital also has been working with developer Carpenter & Company to renovate the Charles Street Jail into a 300-room hotel with meeting rooms, restaurants and a health club. The MGH acquired the jail in 1991 as part of a transaction that involved selling land on Nashua Street to the commonwealth of Massachusetts.

"THESE PROJECTS ARE REVITALIZING A SECTION OF THE CITY THAT HAS LONG NEEDED ATTENTION."

— JAMES J. MONGAN, MD, MGH PRESIDENT

The five-story granite jail, which was built in 1851, is listed on the national and state Registers of Historic Places. One of the primary goals in developing the site is to preserve the historical and architectural integrity of the jail building. Carpenter & Company plans to enhance the appearance of the jail by eliminating the wall around the perimeter and adding landscaping and lighting. A slate roof and a cupola over the central rotunda also will be reinstalled.

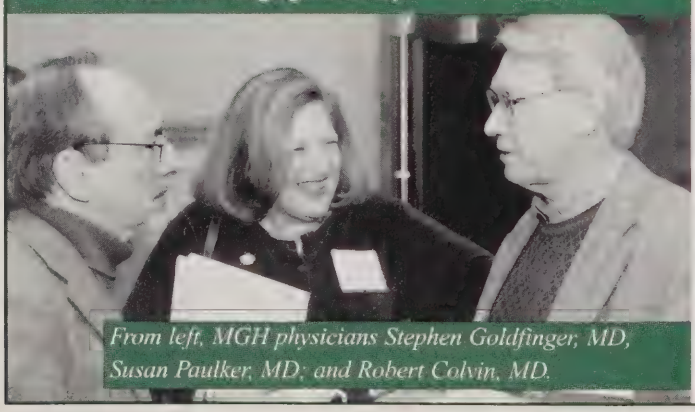
The MGH and Carpenter & Company currently are informing the various constituencies about the plans for the development of the jail site and obtaining the permits needed for construction.

The redevelopment of the Charles Street Jail site will be closely coordinated with the $25 million renovation of the MGH/Charles MBTA station, which is scheduled to begin in summer 2002. The MGH has committed $2.5 million to the T station renovation project.

"When completed, these three projects — the ambulatory building, the hotel and the renovated T station — will create an attractive and welcoming gateway to the city of Boston," says James J. Mongan, MD, MGH president. "These projects are revitalizing a section of the city that has long needed attention. It is exciting to be part of a public-private partnership that will benefit the hospital's patients, staff and visitors, the community, the city and the region in so many important ways." ●

Partners physicians gather

Physicians from throughout the Partners HealthCare network recently gathered for the second annual Partners Physicians Day, held at the Sheraton Boston Hotel. Samuel O. Thier, MD, Partners president and chief executive officer, gave an update on recent Partners activities. Judah Folkman, MD, surgeon-in-chief emeritus and director of the Surgical Research Laboratories at Boston Children's Hospital, gave the keynote address, which focused on angiogenesis-dependent diseases.



From left, MGH physicians Stephen Goldfinger, MD, Susan Paulker, MD, and Robert Colvin, MD.

Advances

MGH study clears Alzheimer's plaques in mice, shows promise for treatment

Lab mice bred to develop the senile plaques, or deposits, of Alzheimer's disease in a recent MGH study had a majority of their plaques disappear three to eight days after treatment with anti-plaque antibodies. MGH researchers, working with scientists at Elan Pharmaceuticals, cleared 70 percent of plaques by applying the antibodies directly to the mice's brains. Their findings appear in the March issue of *Nature Medicine*.

A year and a half ago, Elan scientists demonstrated that they could prevent plaque formation in the Alzheimer's-prone mice by vaccinating them with a protein found in the plaques, called amyloid-beta. But this is the first time that anyone has been able to clear pre-existing plaques in a living animal, explains Bradley Hyman, MD, PhD, an MGH neurologist and senior author of the study.

"No one has ever directly demonstrated the clearance of amyloid-beta deposits," says Brian Bacskai, PhD, an assistant in Neurology at MGH and lead author of the study. "This was an especially surprising process because it was so rapid. It really took only a few days for what looks to be almost complete clearance of amyloid-beta deposits."

The experiments signify another achievement: This is the first time that anyone has observed senile plaques in a living animal. Too minute to be imaged by conventional noninvasive methods such as magnetic resonance imaging (MRI) and computed tomography (CT), plaques have been observed only by microscopic examination of postmortem brain samples. The MGH team made its observations on the living animals using a newly invented device called a multi-photon microscope.

"With our ability to image the plaques, we could clearly determine what happens to plaques before and after treatment with anti-amyloid-beta antibodies," says Bacskai.

Although it still is too early to know whether this result will one day apply to treatment of human patients, the MGH scientists see it as an important pair of proof-of-principles. First, Alzheimer's plaques can be reversed. Second, the plaques can be reversed by the external application of antibodies rather than by internally mustering up the immune army of T cells and B cells, as is done through a vaccination.

Funding for this study was provided by the National Institute on Aging, an Alzheimer Association Pioneer Award and the Walters Family Foundation.

Break a leg: MGHers take to the stage

When she isn't working as a full-time registered dietitian for Nutrition and Food Services at the MGH, Susan Hauser, MS, RD, is rehearsing her dance steps. And when Karlene Lemieux, RN, BSN, isn't treating patients as a nurse in MGH Clinical Care Management, she's exercising her singing voice. Once the duo leave the hallowed halls of the MGH, the curtain rises, the audience cheers — and it's showtime. These two MGHers are appearing on stage together in "David — The Musical," March 8 to 11 at the Emerson Majestic Theatre.

The show is based upon the life of the Biblical King David, conqueror of Goliath, husband of Bathsheeba and inspiration behind Michelangelo's famed statue. "'David' is a timeless adaptation," explains Hauser, who is performing as a featured dancer in the show. She describes her part as that of "a revolutionary gang member, trying to bring down King David." Lemieux plays the part of "Abigael," the town gossip. Although the role allows her to showcase her vocal talents, "I really have to act too," she says.

"David's" storyline is faithful to biblical history, but also incorporates such modern elements as hip hop and rock music, contemporary dialogue and ballads.

While they admit to some pre-show jitters, both women boast a long list of showbiz accomplishments. Hauser trained and performed competitively as a dancer throughout college, before taking a class in nutrition that convinced her to become a dietitian. Lemieux has been a singer and actress since high school. She recently moved to MGH Clinical Care Management after working on the Ellison 9 CCU.

Hauser (left) and Lemieux

Hauser and Lemieux first met in 1999. While chatting at rehearsal for a show they were performing in together, the MGHers discovered that they not only shared a passion for the theater, but shared an employer as well. They beat out more than 80 hopefuls in "David's" grueling audition process for a production they say they are proud of.

"David" will be performed at 8 pm, March 8 through 10, with a Sunday matinee performance at 2 pm, March 11. On March 8, $5 from each ticket sold for that evening's show will benefit the Shriners Burns Institute, which is sponsoring the performance.

For more information, visit the website *http://www.david-themusical.com.*

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MGH HOTLINE

WHAT'S HAPPENING

Children and Healthcare Week Art Fair
The MGH will celebrate National Children and Healthcare Week April 24 to May 1. This year's theme is "2001 Health Odyssey." Pediatric patients, children of employees and students at local schools are invited to submit their artwork to the Children and Healthcare Week Art Fair. This year's art theme is "Who or What Keeps You Healthy and Safe." Art should be sent to the attention of: Child Life Specialist, 55 Fruit St., Ellison 17, Boston, MA 02114. Each entrant's name, age, school name and phone number must be written on the back of submissions. Please note that artwork will not be returned. The deadline for Art Fair submissions is April 20. All artwork will be on display in the Main Corridor throughout the week's activities. For more information, contact Mary Lou Kelleher, RN, MS, at 724-5720.

Research conference
"Recruiting Minority Women into Clinical Research Trials: The Intersection of Race, Ethnicity, Gender, Community and Academia" will be held March 9, 7:30 am to 4 pm at the Inn at Longwood Medical. The conference is sponsored by the MGH's Mallinckrodt General Clinical Research Center, the Harvard Medical School's Center of Excellence in Women's Health and the Dana-Farber/Harvard Cancer Center Risk Reduction Program. Featured presenters will include researchers from within and outside the Harvard system and women representatives of Boston minority communities. For more information or to RSVP, contact Stephanie Mandell at 432-4371 or send e-mail to *smandell@hms.harvard.edu.*

Timilty Science Fair Showcase
Students participating in the MGH/Timilty Partnership Science Fair Mentoring Program will display their posters in the ninth annual Science Fair Showcase, March 9, 9 to 11 am in the Main Corridor and in the CNY Building 149 Atrium. All MGHers are invited to attend. For more information, contact Robert Cho at 724-3210.

Nursing career expo
The MGH Nursing and Human Resources departments will host a Staff Nurse Career Expo, March 11, noon to 4 pm in the North and East Garden Dining Rooms. Nurse managers, nurse educators and Human Resources staff will be on hand to discuss various career opportunities for staff nurses at the MGH. At the same time and in the same location, the Center for Clinical and Professional Development for Patient Care Services will offer two continuing education sessions: "Informed Consent: Ethical Considerations," presented by Ellen Robinson, RN, PhD, from 1 to 2 pm; and "Mechanical Support of the Failing Heart," presented by Mimi O'Donnell, RN, MS, CS, from 3 to 4 pm. Participants will be awarded 1.2 contact hours for each session. Refreshments and free parking will be provided. For more information, contact Julie Dupont at 726-5593 or send e-mail to *jdupontleigh@partners.org.*

Women's History Month celebration
The Association of Multicultural Members of Partners (AMMP) will host a guest speaker in celebration of Women's History Month. E. Lorraine Baugh, former MGH trustee, will present "Phenomenal Woman," March 8, noon to 1:30 pm in the Wellman Conference Room. Lunch will be served.

MGH College/Career Fair
The MGH and Partners HealthCare will host a college/career fair for outpatient practice and ancillary support staff, March 21, 11:30 am to 6 pm at Partners Training, 185 Charles River Plaza. Representatives from several colleges will be present to answer questions about certificate and degree programs, admission requirements and financial aid. Human Resources staff also will be on hand to talk about job opportunities at the MGH and the training needed to qualify for specific jobs, as well as tuition reimbursement and MGH scholarship programs. For more information, contact Partners Training at 726-2230.

Invitational awards for HMS faculty

The Harvard Medical School (HMS) Faculty Fellowship Committee is selecting candidates who will represent Harvard in the national competitions for postdoctoral and faculty fellowships/grants. All selections are invitation-only, and will be determined by the committee through an internal review. The "Red Book" announcement booklet, listing all available invitational awards and related application procedures, now is available throughout the HMS community. The booklet also can be accessed online at *http://www.hms.harvard.edu/fa/fellowship.* All applications must be received by April 9. For more information, call Roslyn W. Orkin, MD, at 432-3579 or send e-mail to *roslyn_orkin@hms.harvard.edu.*

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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
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March 9, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Let it snow, let it snow, let it snow

How to run a major hospital during a snowstorm in three simple steps: 1. Be prepared. 2. Work together. 3. Hope the weather predictions are wrong.

It may not have been the Blizzard of '78, but Tuesday's winter blast was big enough to shut down much of Boston and the surrounding areas, leaving stores closed, roads blocked, grocery stores bare and schools empty. Yet nothing is big enough to stop the hustle and bustle at the MGH. It's at times like these that hospital staff team together to cooperate, coordinate and collaborate to ensure that the hospital runs like a well-oiled machine. As a 24-hour, 365-days-a-year operation, the MGH must provide services to patients even during the worst of weather.

Planning for this particular storm began early Monday morning when Gov. Cellucci declared a state of emergency for the commonwealth. A hospital snowstorm task force was convened, consisting of administrators and managers, who reported every few hours to the "snowstorm operations center" in the Trustees Room to discuss and coordinate staffing needs, supplies and logistics throughout the course of the storm.

By the end of the business day Monday the group had decided to close all ambulatory programs for Tuesday — including MGH health centers, Mass General West and on-campus outpatient practices. The same-day surgery schedule also was canceled to ensure capacity for emergency cases.

On Tuesday, with the storm pounding the North Shore and

(*Continued on Page 2)*

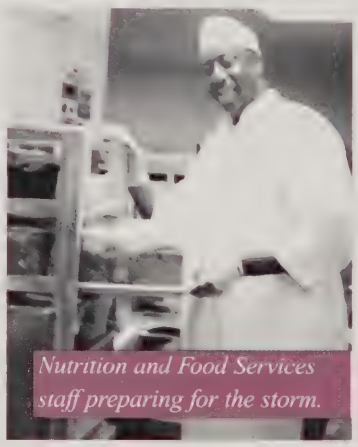
Let it snow, let it snow, let it snow

(Continued from Page 1)

western part of the state, many MGHers who had access to public transportation braved the blustery winds and snowdrifts to make it to the hospital. Staff from key areas such as Patient Care Services, Police, Security and Parking, Emergency Services, Environmental Services, Materials Management, Nutrition and Food Services, Pharmacy, Transportation, Clinical Labs, Interpreter Services, Operating Rooms Administration, Telecommunications and Buildings and Grounds worked tirelessly throughout the storm.

"Employees who could make it in safely worked diligently to make sure the hospital still ran smoothly, despite the weather," says Jeff Davis, senior vice president for Human Resources. "This storm proved to be a good example of how dedicated our employees are — not only to our patients and their families, but also how committed they are to helping each other in times of need."

According to Theresa Gallivan, RN, associate chief of Nursing, the exceptional commitment of the Patient Care Services (PCS) staff helped inpatient units run smoothly. Nurse managers and supervisors made arrangements for 180 PCS staff to stay the night so that they could continue to care for patients. Because of the high acuity of patients and the 90 percent occupancy rate, the need to keep qualified staff in the hospital was crucial. Many nurses worked extra and double shifts so that patient beds could be kept open and access to care maintained. "This was just one more illustration of the tremendous sense of commitment and team spirit that is alive and well at the MGH," says Gallivan. "Everyone worked together to make sure patient care was not interrupted. Not only did PCS staff work hard, but getting support from departments like Environmental Services, Materials Management, Nutrition and Food Services and other areas also was important."



Nutrition and Food Services staff preparing for the storm.

Bill Banchiere, director of Environmental Services, says he is proud of his staff for the work they did in supporting other departments during the storm. His staff coordinated obtaining extra beds, mattresses and linens for employees who stayed overnight and taking care of any other needs that MGHers had. "If our staff could make it in safely, they came in," says Banchiere. "They are very dedicated."

Greg Doyle, director of Buildings and Grounds, echoed that sentiment. "The Buildings and Grounds crews were working around the clock to shovel and salt the sidewalks and streets to make sure they were safe for patients, families and staff," he says. According to Doyle, approximately 11 acres of space at the hospital required complete snow removal.

Bonnie Michelman, director of Police and Security and Outside Services, reported that her departments also worked day and night to make sure employees had what they needed. Security and Parking made arrangements for MGH staff to park for free throughout the three-day storm, and the parking information and travel update phone lines were continuously updated.

Fortunately, the Emergency Department didn't see too many patients suffering from weather-related accidents. According to Charles McCabe, MD, associate chief of Emergency Services, a few patients came in with snowblower injuries, but there were no cardiac-related incidents because of shoveling heavy, wet snow. "We were well prepared for any emergencies," he says. "Many of our staff members stayed overnight, even two or three nights to make sure we had enough people. It shows what a personal commitment MGH employees have to this hospital."

During the course of the three days, the mantra was improvisation. When supplies dwindled, employees called other departments for spare materials. When looking for a place to sleep, employees made up beds in vacant conference rooms and in available clinical areas. When overnight staff needed simple essentials, such as toothbrushes and toothpaste, the administrative fellows found extras from patient care units.

MGH ambassadors ready and waiting for the storm.

And when MGHers needed a break, they were relieved to find that the Eat Street Cafe and Coffee Central were kept open. According to Susan Barraclough, MS, RD, of Nutrition and Food Services, extra food supplies had been delivered Monday, and staff were working double-time — 41 employees stayed the night — to make sure food was prepared for patients and employees. Dietary staff served more than 4,000 cups of coffee — 250 gallons — at no charge.

And through it all, every essential aspect of the hospital was kept running. Doctors and nurses cared for patients. Ambassadors and volunteers helped patients and visitors. Payroll employees stayed overnight to make sure paychecks were distributed on time. Shuttle drivers trekked through bad road conditions to maintain service.

"It is easy for people to blame the meteorologists because the storm wasn't as bad as they predicted, but their forecasts did give us time to prepare for what could have been a major crisis," says Kate Walsh, clinical vice president for Medicine and Cancer Care Services, and the administrator on-call during the storm. "It was gratifying to see how hard our employees worked to make sure our patients received the same high-quality care they always receive." ●

MGH HOTLINE

Backup Child Care Center is home away from home

Rainbow colors decorate the windows, a slide and jungle gym sit invitingly, and peals of laughter ring out from the Warren Lobby. This is the MGH Backup Child Care Center, a hospital resource that was created to provide emergency child care for MGH and Partners employees and patients. Because of the distinctive purpose of the center, "every day is different," says Mary Zenk Westmoreland, the center's director. "This is not a typical day care center."

The center arose in response to the plight of professional women at the MGH who also are mothers. It is a resource for employees when day care or babysitting arrangements fall through, especially during the winter months when school and day care closings often cause child care emergencies. Another motivating factor in establishing the center was the need for readily accessible care for both pediatric patients and for the children of adult patients at the hospital.

MGH Backup Child Care Center

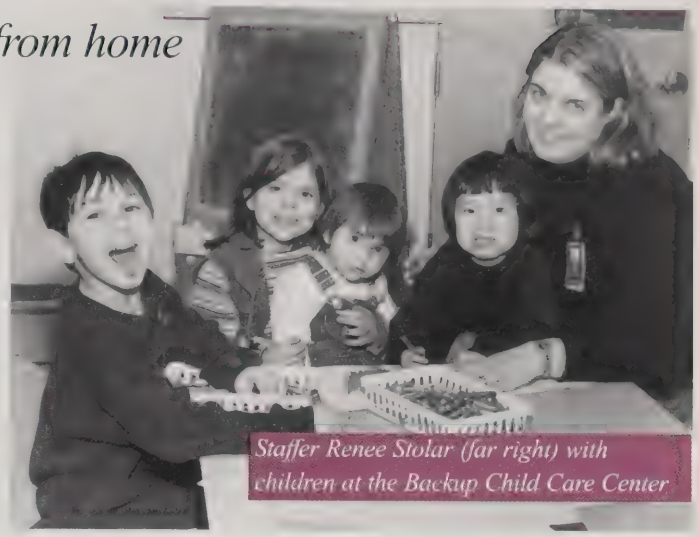
Today, the center boasts a full-time certified staff, including educators who are specially trained to assist children dealing with family illness. "We have child life specialists, a music therapist and teachers who are trained to deal with separation issues," explains Westmoreland. Another notable aspect of the center is its special program for children receiving radiation therapy. "It's a piece of normalcy, a break in their medical routine," Westmoreland says. Children attending the center can enjoy computers, a climbing wall and sand pit, art and dramatic play exercises and a variety of other fun activities.

During school vacations, parents can take advantage of the Vacation Club, a program held six times a year for children 6 to 12 years of age. Each session can accommodate up to 20 children and features field trips, special guests and presentations.

Children of all patients and MGH and Partners employees with benefits are eligible for enrollment at the Backup Child Care Center, provided they are 15 months to 12 years old. The center cannot care for children who have colds, the flu or other communicable illnesses. The center is open Monday to Friday, 6:30 am to 6:30 pm. The rate for care is $4 per hour, with a two-hour payment minimum. Parents may use the center up to five consecutive days and/or 20 days per calendar year, with possible exceptions for unusual circumstances.

Above all, the center staff wants to remind MGHers of the purpose of its services. "We love to make the children happy, and that's what we try our best to do," says Westmoreland.

For more information, call 724-7100. ●



Staffer Renee Stolar (far right) with children at the Backup Child Care Center

MGH health centers help smokers kick the habit

When it comes to helping smokers in Charlestown, Chelsea and Revere kick the habit, Lily Prek, Betsy Rodriguez and Eileen O'Brien are a tireless trio. From now through June, one of them can be found every Monday, Wednesday and Thursday night at one of the MGH health centers, leading a group session of smokers as they attempt to beat their addiction to nicotine.

Prek, Rodriguez and O'Brien provide smoking cessation — now called tobacco treatment — through the Pack-It-In Program, operated by MGH Community Health Associates. During the past two years, as a result of an expansion of smoking cessation programs in community health centers, the three MGHers have been able to double the number of smokers they are able to help. Since last June, the women have helped more than 1,300 area residents in their struggle to quit smoking.

Pack-It-In receives funding from the Massachusetts Department of Public Health's Tobacco Control program, and the MGH and Partners HealthCare Community Benefit Programs.

Pack-It-In offers smokers in Charlestown, Chelsea and Revere a complete menu of cessation services, such as one-on-one counseling, group sessions, hypnotherapy and nicotine replacement. All services are located at the MGH health centers in Charlestown, Chelsea and Revere. Cessation counseling is available day or evening, in Spanish and English, and most services are free.

For more information about the program, call 781-485-6210.

From left, Lily Prek, Betsy Rodriguez and Eileen O'Brien.

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MGH HOTLINE

WHAT'S HAPPENING

Eating and Weight Disorders symposium
The MGH Weight Center, the MGH Neuroendocrine Unit and the Harvard Eating Disorders Center will sponsor "An Integrated Approach to Eating and Weight Disorders: A Primer," March 23, 8:30 am to 1 pm in the O'Keeffe Auditorium. To register call 236-7766, ext. 302 or send e-mail to *register @hedc.org* by March 16.

Financial counseling
One-on-one financial counseling sessions will be offered for MGH employees, March 15, 9 am to 3:30 pm in the Trustees Room. Consultants will answer questions about investment allocation, distribution options, retirement benefits, loans, mutual funds, IRAs and personal annuities. To schedule an appointment, visit *http://www.tiaacref.org/moc/index.shtml.*

Longwood Symphony Orchestra concert
The Longwood Symphony Orchestra, "the orchestra of Boston's medical community," will present a concert at Jordan Hall, March 10, 8 pm to benefit the Dimock Community Health Center in Roxbury. The featured guest artist will be Richard Kogan, MD, a former member of the "Harvard Trio" with Lynn Chang and Yo-Yo Ma. For more information or to order tickets, call 332-7011.

Backup Child Care Center vacation camp
Reservations for the Backup Child Care Center's April School Age Vacation Club Camp will be taken by phone only, March 14, starting at 8 am. The program is offered to employees' children from kindergarten to 12 years old. Reservations will be taken only for the full vacation week session, and no part-time slots are available. The camp will be held 7:30 am to 6 pm, April 17 through 20, Warren Lobby, Suite 130. Full payment is due March 28. For more information or to make a reservation, contact the center at 724-8414.

Clinical Research Program session
The Clinical Research Program will sponsor "Developing Access Databases for Clinical Research," March 15, 9 am to 4 pm at the Partners Corporate Training Office, 185 Charles River Plaza. Susan Regan, PhD, of the MGH Medical Practices Evaluation Unit, will conduct the class, which is designated for intermediate-level users who are comfortable using Access. Class size is limited, and the course fee is $100. For more information, call 726-3310.

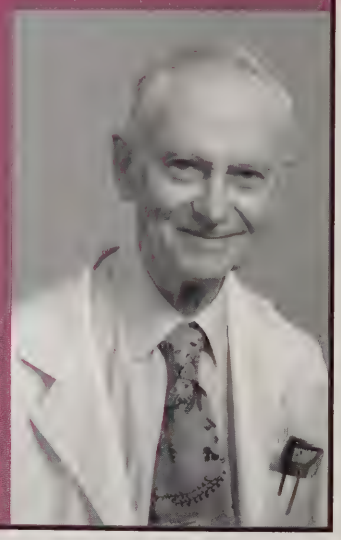
HOPES Program seminars
The MGH Cancer Center's HOPES (Helping Our Patients and Families through Education and Support) Program will offer several classes and sessions this month. Diane Heislein, MS, PT, OCS, will facilitate "Managing Lymphedema and Exercise," March 12, noon to 1 pm. Expressive arts therapist Elizabeth Cook will present "The Healing Power of Creative Expressions," March 13, 1 to 2 pm. Yoga instructor Luba Zagachin will facilitate a drop-in yoga class, March 15, noon to 1 pm. All events are held in the Cancer Resource Room on Cox 1. Seminars and drop-in classes are free, and no prior registration is required. For more information, call 724-1822 or 72-HOPES.

In Memoriam

William H. Sweet, MD, PhD, former chief of the Neurosurgery Service at the MGH and professor of Surgery emeritus at Harvard Medical School, died of complications from Parkinson's disease at his home in Brookline Jan. 22. He was 90. Sweet leaves his wife, Elizabeth, three children and eight grandchildren.

Sweet's career at the MGH spanned more than 60 years. He made significant contributions to the field of academic neurosurgery, concentrating on both clinical care and basic research. Sweet founded one of the first brain scan research laboratories in the world, pioneered techniques for pain relief and helped to advance the application of proton beam treatment for brain tumors.

A memorial service will be held March 25, 2 pm at the House of the American Academy of Arts and Sciences, 136 Irving St. in Cambridge. Memorial gifts may be made to the William Sweet Professorship, Harvard Medical School, c/o Office of Resource Development, 25 Shattuck St., Boston, MA 02115. The professorship will be located at the MGH Neurosurgical Service.



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100 Charles River Plaza, Suite 600
Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
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March 16, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Facing a needlestick injury: an employee's story

As a nurse working in the Infectious Disease Unit, Sharon Irvin, RN, is all too familiar with needlestick injuries. She knows firsthand how a clinician can accidentally get stuck with a needle during patient care. Even though she knows the proper procedures for handling such an incident, Irvin was so stunned when it happened to her six months ago that she wasn't sure what to do at first.

"I think I was in a state of confusion when it initially happened," she says. "I was giving an HIV patient a testosterone injection, and I accidentally stuck my middle finger with the needle. I didn't want to tell anyone at first. I've been a nurse for 17 years, and nothing like this has ever happened to me before."

After she composed herself, Irvin realized what she needed to do. She first told her supervisor and then called MGH Occupational Health Services (OHS) to report the incident.

According to June Carroll, RN, of OHS, Irvin's reaction is typical. "I think most employees are stunned when it first happens, but Sharon did the right thing," she says.

The first thing an employee should do if he or she gets stuck is to wash the area with soap and water, then tell a supervisor and call OHS. An OHS nurse practitioner will then evaluate the incident and the risk for the employee. If the exposure risk is considered high or the patient being treated at the time is not identified, the employee is offered preventive medications immediately. The patient's physician is contacted to see if the patient will consent to being tested for

(Continued on Page 2)

Sharon Irvin, RN

A "phenomenal woman" shares insight, inspiration

A nurse, professor, scholar, teacher and leader — with this array of titles and accomplishments, E. Lorraine Baugh has earned the accolade "phenomenal woman." In an effort to share her wisdom and life lessons with women still "struggling to see themselves as phenomenal," Baugh came to the Burr Conference Room March 8 at the invitation of the Association of Multicultural Members of Partners (AMMP). Her presentation was both a speech of inspiration and a celebration of March as Women's History Month.

Baugh is a lauded figure on the Boston landscape. A former staff nurse at Boston City Hospital and flight nurse in the U.S. Air Force, she also has crafted a lengthy career in academia, having taught at many area universities — including the Harvard School of Public Health. In addition, Baugh has carved out a niche for herself as a businesswoman, having formerly served as the president and CEO of Charles River Hospital and now serving as the president and CEO of Lena Park Community Development Corporation. She was a member of the MGH Board of Trustees for 13 years, resigning in 1995 to head Charles River Hospital.

E. Lorraine Baugh

Baugh's eloquent words kept her audience of MGH employees — men as well as women — captivated; many nodded their heads in identification with the stories she spun and the advice she delivered. "Women wear a lot of labels," she said. "Some are ascribed, some are earned. Some are positive, some are negative. But I learned early, as a black female growing up in a Boston housing project, that someone's opinion of me does not have to be my reality."

Despite her wealth of successes, Baugh's life has not been without tragedy. At the height of her career, she was afflicted with Bell's palsy, an ailment that left her face partially paralyzed and her spirits shattered — almost. Describing her fear at the prospect of continuing to deliver national addresses and presentations with an

(Continued on Page 2)

— Facing a needlestick injury

(Continued from Page 1)

obvious infectious diseases such as hepatitis B, hepatitis C or HIV, that could be transmitted to the employee.

Fortunately, in Irvin's case, she knew about the patient's condition and was relatively sure that she would not test positive for HIV. She took medications for two weeks and went back to OHS for check-ups after one month and three months, then once more for a six-month follow-up.

"I'm fortunate that the incident didn't affect the way I do my job," says Irvin. "It affects some employees emotionally, but I work with patients with infectious diseases every day. I think this actually has helped me take better care of my patients. I can assure them that I know what it feels like to take these medications."

Injuries resulting from work-related needlesticks are estimated to be between 600,000 to 800,000 annually. However, about half of these go unreported. According to a recent study by the Centers for Disease Control and Prevention, an average of 385,000 needlestick injuries are reported annually in U.S. hospitals.

In 1991, the MGH established a task force to address work-related needlestick safety issues and to focus on providing safer sharp devices. These devices reduce the risk of exposure to blood and body fluids. The Needlestick Reduction Task Force has stepped up its efforts during the last year, and has made a series of evaluations and introductions of new products to help reduce the number of needlestick injuries.

"While practicing standard precautions is important, it is the combination of precautions and the use of safer devices that decrease the risk of being exposed to infectious diseases," says Susan Loomis, director of OHS. "We want to encourage employees to report any exposure promptly. Every report is reviewed to consider whether a safer sharp device could have prevented the incident. Reporting an incident not only helps the employee involved, but it also can help us provide a safer environment for all employees."

For more information, call OHS at 726-2217 or visit the Needlestick Safety web site at *http://is.partners.org/nrtf/Needlestickhome.htm.* ●

House officers gather to learn, share information

More than 225 interns and residents throughout the Partners system attended the fourth annual Partners House Officer Core Curriculum Retreat, held Feb. 27 and 28 at the Holiday Inn on Blossom Street.

Faculty from the MGH, BWH, Harvard Medical School, Partners and Children's Hospital came together to share information about a wide variety of topics relevant to patient care and professional career development. Staff gave informative seminars on subjects such as "Giving Patients Bad News," "Residents as Teachers," "Domestic Violence," and "Mapping out a Career Path Post-Residency."

The house staff had an opportunity to visit exhibits that offered information about financial planning, global medicine, medical literature on the Internet, Partners benefits, social events in the Boston area and community service opportunities.

Below, from left: MGH residents Melissa Burnett, MD; Samantha Spencer, MD; Sarah Carlson Schneider, MD; Ara Feinstein, MD; Betsy Liolios, MD; Wenny Jean, MD; and Michelle Hoffmann, MD.

— A phenomenal woman

(Continued from Page 1)

disfigurement, Baugh related the decision that propelled her to continue her work. "I asked myself, 'Is the status of my face going to change my intentions, my accomplishments or my mind?'" Donning a pair of sunglasses, she continued her speaking engagements.

In 1985, Baugh was diagnosed with breast cancer; two weeks later, her husband died. Even while recovering from these double tragedies and undergoing a mastectomy shortly thereafter, Baugh remained committed to "going on in life and facing it." She took over her husband's architectural and engineering business, made it a success and closed it only to take on her own duties as a prominent figure in Massachusetts health care.

Following a question-and-answer session, Ronald A. Greene, RN, BSN, chair of AMMP, presented Baugh with a mirror engraved with an etching of the MGH.

Urging everyone in the audience to find a mentor for guidance and strength, Baugh left the audience with a rousing poem by Maya Angelou. Appropriately, she concluded with the lines, "I'm a woman. Phenomenally, that's me." ●

MGH General Store and Flower Shop promises something for everyone

Huggable stuffed animals, fragrant fresh flowers, hand-painted scarves and MGH sweatshirts — these are but a handful of the engaging items offered at the MGH General Store and Flower Shop. From the day in 1942 when the Ladies Visiting Committee (LVC) first opened a then-tiny General Store in the Moseley Building, patients, visitors and employees have defined the store as the heart of the MGH community. This heart of the hospital has undergone some major changes this year — a recent face lift to the exterior of its current location on Blake 1, and the appointment of a director to transform what happens inside.

Joanne Ellison

Joanne Ellison was named director of the store in September, having served as acting director since June. Yet despite her relatively recent appointment, Ellison has been an integral part of the store for 19 years. "I love the MGH community," she explains, tracing her climb from cashier at the former WACC satellite shop to buyer and now director. "There's more leeway here than in a traditional retail setting. I can experiment and bring in different things — and it's a lot more fun."

Ellison was the natural choice to assume leadership of the store and its staff of 20. Departing director Linda Williams recommended her for the position, and was not alone in singing Ellison's praises. "We took a great deal of pride in recognizing someone who has grown and learned so much from the MGH," says Pat Rowell, director of Volunteer and Interpreter Services, which oversees the store. "Plus, Joanne is just fantastic at what she does."

Ellison's creative displays and promotions — including an employee discount card program, midnight shopping hours during the holidays and an online uniform ordering option for nurses — have attracted a following, both at the MGH and beyond. The *Boston Globe* featured the store in last Thursday's Home Section, dubbing it "one of the best places to shop in Boston."

The store retail network also includes the MGH Flower Shop, headed by florist and buyer Brenda Remes, and Images, the hospital's in-house hair and skin center. Managed by stylist Kathleen Gill, Images boasts a full line of cosmetic services and products. The salon also is known for its oncology patient center, which features an assortment of wigs, beauty treatments, prosthetics and a certified post-mastectomy consultant.

Since its foundation, the store has been sponsored by the Ladies Visiting Committee — a relationship that has continued to benefit the MGH community. "Over the years, revenue from the General Store and Flower Shop has allowed us to fund important and diverse projects throughout the hospital," says Lucy Burr, chairman of the LVC, which is composed of members who support care-related issues and programs throughout the MGH. "Thanks to the profitability of the store, we've been able to fund initiatives for Social Services, MassGeneral Hospital for Children, the MGH Chaplaincy, the HAVEN program and the Blum Patient and Family Learning Center." All proceeds from store sales flow directly back to the MGH, adding an altruistic twist to a thriving retail business.

The MGH General Store & Flower Shop

For more information or to order from the store's online catalog, visit the store web site at *http://www.mghgeneralstore.com.*

Shuttle gives mobility to medical students

The days of parking nightmares and arduous treks for Harvard Medical School (HMS) students are over. The MGH Cancer Center, the MGH Executive Committee on Research and Partners Transportation now offer a shuttle service for medical students. The shuttle, pictured here making one of its maiden voyages March 12, will take students between Vanderbilt Hall at HMS and the research facilities at CNY. Schedules are posted at Vanderbilt Hall, HMS and Building 149, CNY.

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MGH HOTLINE

WHAT'S HAPPENING

Family-Centered Care Awards
MassGeneral Hospital for Children, along with the MGH Children and HealthCare Week Committee, is sponsoring the Family-Centered Care Awards. Patients, families and MGH employees are encouraged to nominate colleagues who embody the guiding principles of MassGeneral Hospital for Children. Each nomination should include a short paragraph about the nominee's qualifications, and should be submitted to Judy Newell, RN, nurse manager, Bigelow 10 Nursing Office. Five recipients will be honored and all nominees will be acknowledged at the Children and HealthCare Week "Celebrate Us" party, April 27, 1 to 3 pm. Nominations are due by April 17.

College/career fair
The MGH and Partners HealthCare will host a college/career fair for outpatient practice and other support staff, March 21, 11:30 am to 6 pm at Partners Training, 185 Charles River Plaza. Representatives from local colleges will be present to answer questions about certificate and degree programs, admission requirements and financial aid. Staff will be on hand to discuss job opportunities, required training, tuition reimbursement and MGH scholarship programs. For more information, call 726-2230.

Clinical Research Program course offerings
The MGH Clinical Research Program (CRP) and the Department of Molecular Biology will offer "Bioinformatic Analysis Using the Internet: A Primer on Using Web-Based Tools in Functional Genomics Analysis," March 28, 4 to 5 pm in the Wellman 11 Conference Room. The Partners HealthCare Human Research Committee and the MGH CRP will present "Issues in Clinical Research at the MGH — Adverse Event Reporting," March 28, 4 to 5 pm in the O'Keeffe Auditorium. For more information or to RSVP, call 726-1669.

Bald is Beautiful Ball
The MGH Cancer Center will hold its annual Bald is Beautiful Ball, March 23, 7 pm to midnight at the Hyatt Regency Hotel in Cambridge. The evening will feature cocktails, dinner, dancing and an auction hosted by Kim Carrigan of WHDH Channel 7 News. Black tie is optional. All proceeds will benefit the Bone Marrow Transplant Patient Gift Fund. Tickets are $75 in advance. For more information, contact the Cancer Center at 726-5600.

HOPES Program events
The MGH Cancer Center's HOPES (Helping Our Patients and Families through Education and Support) Program will offer several classes and sessions this month. Yoga instructor Luba Zagachin will present a drop-in yoga class, March 22 and 29, noon to 1 pm. All events are held in the Cancer Resource Room on Cox 1. For more information, call 724-1822 or 72-HOPES.

In memoriam

All MGH employees, friends and family are invited to attend a memorial service for Lillian Regan of the MGH Radiology Department, March 23, 10:30 am in the Wellman Conference Room. Regan died Jan. 2 after a battle with cancer. She was 46. She leaves behind her mother, Edna, sister-in-law, Susan, and an extended MGH family.

Regan's career at the MGH spanned more than 12 years. She was the team leader for the Radiology Service Center, and had previously been the supervisor of the Radiology Film Library.

Talk Is (Not) Cheap

Compassionate caregiving does not have to be a thing of the past — even in the hectic world of modern medicine. The Massachusetts General Physicians Organization (MGPO), the MGH Risk Management Foundation and the Kenneth B. Schwartz Center will jointly sponsor "Talk Is (Not) Cheap," a forum and workshop about meeting the challenges of delivering compassionate and competent care within the current pace of medical practice. The session will be held April 5, 4:30 to 7:15 pm at the Starr Center of the Schepens Eye Institute, 100 Charles River Plaza. Topics will include resolving patient symptoms, increasing patient and clinician satisfaction, reducing medico-legal risks, exploring the dynamics of difficult patient interactions and problem-solving sample cases. All clinicians are welcome, and the only fee is a $10 parking charge. For more information, call 724-6416 or send e-mail to *mccunningham@partners.org*.

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Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

March 23, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH cardiologist is star of 'Survivor MD'

Medical school often is equal parts learning experience and stressful ordeal. Many doctors look back at their medical education and wonder how they made it through. Luanda Grazette, MD, MPH, of MGH Cardiology, can see firsthand how she did it — she can turn on her television and relive those days for herself.

Grazette, along with six other Harvard Medical School (HMS) graduates, will be featured on the NOVA series "Survivor MD," airing March 27, April 3 and 10, 9 pm on PBS, locally on WGBH-Channel 2. The series is a sequel to "The Making of a Doctor," which filmed the seven students as they launched their medical education at HMS in 1987. In subsequent years, NOVA — through its local production company, the WGBH Science Unit — has followed Grazette and her classmates through labs, rotations, internships, residencies and now flourishing careers.

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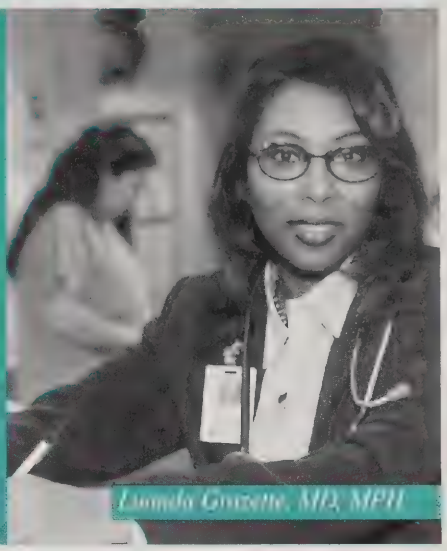


Luanda Grazette, MD, MPH

A whale of a treat for MGH children: Shamu pays a visit

Boston in March may lack the sparkling sunshine and tropical climate of Orlando, Fla. — but thanks to the compassion and dedication of an MGH nurse, her young daughter and a special team of visitors from SeaWorld, sunshine made its way to MassGeneral Hospital for Children March 16.

The festivities began when a fleet of SeaWorld Shamu cruisers — Volkswagen Beetles sporting built-in killer whale fins and tails — began its grand procession to the hospital. As bystanders gaped, 12-year-old Caitlin Phelan *(pictured, below left)* disembarked from the first car. In her arms, and piled in the backseat of each cruiser, were pods of stuffed Shamu toys, all earmarked for hand delivery to MGH pediatric patients.

Caitlin's journey to deliver toys to children actually began in 1996, when she and and her mother, Robin, a nurse on the MGH Central Resource Team, turned on the television and were confronted with a sight that would continue to haunt them — news footage of homeless children. They then vowed to do something for kids in need. Caitlin, then 8 years old, suggested the services of the item she herself held nearest and dearest: her teddy bear. With that, the Teddy Bear Foundation Inc. — which today distributes thousands of new teddy bears to children in schools, hospitals and shelters across the country — was born.

(Continued on Page 2)

— MGH cardiologist is star

(Continued from Page 1)

Grazette initially was hesitant to allow NOVA's camera crews into her life. What convinced her was the memory of a BBC documentary she had once followed, which profiled a group of children as they grew into adulthood. "The concept behind that program was, 'Show me the boy, and I'll give you the man,'" Grazette explains. "I thought that was intriguing, and I wanted to see if the same would hold true for me."

The NOVA series is not Grazette's only foray into the spotlight. When she went to Emory University in Georgia after receiving her degree from HMS, she was the first — and only — black female cardiologist in residence. "Some people would want to question everything I did because of what they saw in front of them," she says. "It really strengthened my courage and conviction."

Grazette returned to Boston at the suggestion of a friend, who reminded her of the rich offering of research opportunities at the MGH. "I found it necessary to come back to an institution with a strong research mission," Grazette says. "It was easy for me to decide on the MGH. I knew a lot of people here, and I knew that it had an unparalleled depth of excellence." Today, Grazette devotes a significant amount of time to heart failure and transplant research, in addition to seeing patients.

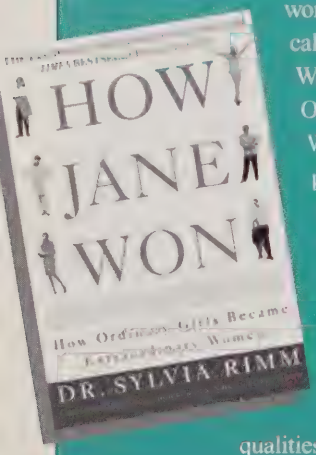
"Survivor MD" was shown to representatives of the HMS community and members of the media March 21 in a special screening at the HMS Tosteson Medical Education Center. Grazette was among three show participants in attendance.

Despite some trepidation, Grazette says she is looking forward to seeing her past and present on screen. "Harvard Medical School was a very intense experience," she explains. "But it helped me. I had to become a much tougher person than I would be if I hadn't done it."

For more information about "Survivor MD," visit *http://www.pbs.org/nova/doctors.*

MGHer featured in book about successful women

Jeanette Ives Erickson, RN, MS, senior vice president for MGH Patient Care Services and chief nurse, is in good company with the likes of U.S. Supreme Court Justice Sandra Day O'Connor, NBC News anchor Jane Pauley and actress/singer Florence Henderson, to name just a few. Ives Erickson, along with these famous women, is featured in a new book called "How Jane Won: 55 Successful Women Share How They Grew From Ordinary Girls to Extraordinary Women." The book, by child psychologist Sylvia Rimm, PhD, is a companion to Rimm's best seller "See Jane Win," which offered advice on raising successful daughters.



Through autobiographical profiles of prominent women, "How Jane Won" reveals the qualities that have helped them triumph in the arts, business, politics, news and medicine.

Ives Erickson says in the book that she became successful professionally by surrounding herself with strong women, such as her mother, her aunts and several career mentors. "I've balanced the patient care side of nursing with the business side," she explains, "and I've learned to do that from the strong women who were my role models."

— A whale of a treat

(Continued from Page 1)

"We had no idea how much attention the foundation would get," says Robin. Last month, *People* magazine published a story about the Teddy Bear Foundation — catching the attention of SeaWorld Orlando's Shamu Across America program, which takes the Shamu cruisers on educational tours throughout North America. SeaWorld contacted the Phelans and offered to donate stuffed Shamus to the organization of their choice, which was MassGeneral Hospital for Children. "I thought the MGH was perfect," says Robin. "I was excited to see our own patients benefiting from such a wonderful event, and I really commend SeaWorld. They had no focus on themselves. They did this entirely to make the children happy."

In addition to carloads of stuffed Shamus, SeaWorld also brought along some familiar faces from its Orlando Adventure Park — a costumed Shamu character, who delighted kids with snuggles and hugs, and two live Magellanic penguins named Pete and Penny. Waddling into the Ellison 18 playroom, Pete and Penny enthralled MGH employees, members of the media and the gathered crowd of pediatric patients, who greeted them with an enthusiastic chorus of oohs and aahs. Caitlin then was presented with a surprise "Whale of a Hero" award from the SeaWorld staff.

The event also marked the first time that Robin and Caitlin were able to observe firsthand the fruits of their work. Typically, they give donated teddy bears to social workers and shelter staff, who then distribute the toys at their own discretion. "We are strict in our belief that the children should be protected and treated with dignity. We don't want them to feel like they're charity cases," explains Robin. "But we thought it would be OK to hand them out ourselves this time. It was so important that the kids had something to look forward to — something to make them smile and to break the medical routine they have to face every day."

For more information about the Teddy Bear Foundation, visit *http://www.teddybeardrive.org.*

Advances

Treatment for HIV disease found to be cost-effective

Three-drug combination therapy for AIDS, in spite of its great expense, is a cost-effective use of resources, according to a report by MGH researchers in the March 15 issue of the *New England Journal of Medicine*.

Three-drug antiretroviral therapies, or "HIV drug cocktails," have been proven highly effective in suppressing the HIV virus and preventing disease progression. However, the enormous price of these drugs — averaging about $12,000 in wholesale costs per patient per year of treatment — has led to widespread debate about their use and financing.

The study's results are based upon a comprehensive computer model of HIV disease developed by the team of researchers, who are led by Kenneth A. Freedberg, MD, MSc, of the MGH Division of General Internal Medicine and the Partners AIDS Research Center. The model incorporates the most up-to-date data on HIV disease and therapy, and simulates the disease progression of large populations of HIV-infected patients, therefore forecasting the long-term effects of the disease. Outcomes are represented in terms of patients' average life expectancy, AIDS-related disease occurrences and total medical costs.

According to the study, combination therapy was associated with a near doubling in life expectancy for patients with advanced AIDS, from 1.53 years to 2.91 years when adjusted for quality of life, and with an increase in total medical costs from $45,000 to $77,000. This leads to a figure of $23,000 per quality-adjusted year of life saved, a measure of the costs to improve and extend life.

This value is similar to that involved in the treatment of high blood pressure, and it is more cost-effective than treating high cholesterol or breast cancer in non-AIDS patients.

In this recent study, Freedberg and his colleagues demonstrate that the high cost of treatment is more than balanced by the dramatic benefits for those living with HIV. "Three-drug combination therapy can significantly increase life expectancy, decrease AIDS-related disease incidence, and quantifiably improve HIV patients' overall quality of life — all for a very reasonable cost to society," states Freedberg.

The study is co-authored by Elena Losina, PhD, April Kimmel and Hong Zhang of the MGH Division of General Internal Medicine and Partners AIDS Research Center; and colleagues from the Harvard School of Public Health, Community Research Initiative of New England and the Boston University School of Medicine.

Visitor from afar: Yugoslavian cardiologist tours the MGH

With its rich history and world-renowned reputation, the MGH often is a destination for curious travelers and inquisitive dignitaries. One such visitor toured the MGH this week to see its Cardiology Services in action.

Svetlana Broz, MD, is a noted cardiologist herself, and also is well known for her essays and writings about her homeland of Yugoslavia and war-torn Sarajevo. Broz visited the MGH as part of a trip to Boston and New York this week. She toured the Cardiac Echo Laboratory with Michael Picard, MD, director of Clinical Echocardiography, and Jane Marshall, the lab's technical director. Broz then visited the Cardiovascular Research Center at CNY to observe the latest technologies in genetics research. She also met with several MGH cardiologists, including Roman DeSanctis, MD (*pictured at right*).

Broz is the granddaughter of Josip Broz-Tito, who was the communist leader of Yugoslavia for 35 years. In 1993, as the Bosnian war escalated, Broz left her home in Belgrade — the Yugoslav capital — to offer her services in hospitals throughout the Serb-controlled areas of Bosnia. It was while treating patients there that Broz heard firsthand the horrific tales of the war. She decided to write a book called "Good People in Times of Evil," which details the courageous stories of individuals who aided people from different ethnic groups during the Bosnian war. Broz now travels the world on speaking engagements and is working on another book about the war in Bosnia.

Describing her visit to the MGH, Broz commented, "This hospital is very impressive, and I'm glad to have the chance to visit such a famous institution." ●

Svetlana Broz, MD, with Roman DeSanctis, MD

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MGH HOTLINE

WHAT'S HAPPENING

Clinical Research Program course offerings

The MGH Clinical Research Program (CRP) and the Mallinckrodt General Research Center will co-sponsor "Introduction to Clinical Investigation," April 3, 10, 19 and 24 and May 1, from 5 to 6 pm in the Bigelow Amphitheater on White 4. "Seminars in Biostatistics for Clinical Investigators" will be held April 5, 12, 19 and 27, from 4 to 5 pm in the Walcott Conference Rooms. For more information or to register, call 726-1669.

Nursing diversity presentation

The MGH Department of Nursing will present "Diversity Within Cultures: Implications for Health Care," April 2, from 7:30 am to 4:30 pm in the O'Keeffe Auditorium. Participants will be awarded 7.8 contact hours. For more information or to pre-register, call 726-3111.

Schwartz Center Award

The Kenneth B. Schwartz Center currently is accepting nominations for the annual Compassionate Caregiver Award. The award, supported by Lilly Oncology, recognizes Massachusetts caregivers who display extraordinary kindness in dealing with patients. The winner will receive $5,000. Nomination forms can be obtained by calling 724-6416. Nominations must be received by April 9.

American Cancer Society grants

The American Cancer Society will award the MGH four institutional research grants for distribution to junior investigators involved in cancer research. These grants will offer junior investigators up to $20,000 in seed money per cancer research project for up to one year. All applications must be received by April 5. For more information or to obtain an application, visit *http://mghra.partners.org/news/mar01news.html#anchor200869.*

Taste of the Town

The MGH Blood Donor Center will sponsor a Taste of the Town event, March 27, from 8:30 am to 4:30 pm at the center on Jackson 1. After giving blood or platelets, donors will be able to enjoy samples from area restaurants and be eligible to have their names drawn for a $25 gift certificate to Francesco's restaurant. For more information or to make an appointment, call 726-8177.

In Vitro Fertilization Unit workshop

The MGH Vincent In Vitro Fertilization (IVF) Unit will sponsor Part I of a free "Psychospiritual Healing and Infertility" workshop for couples and individuals, April 4, from 5 to 6:30 pm in the Meigs Conference Room. The workshop, presented by Robert McInnes, MD, a reproductive endocrinologist, and Lucie McInnes, RN, will introduce energy healing techniques to combat infertility. Part I of the workshop is a prerequisite for Part II, which will be held May 9. For more information or to register, contact the IVF Unit at 724-3510.

In memoriam

George Alleyne, an employee in the MGH Environmental Services Department who retired in November, died Jan. 22 after a brief illness. He was 83. During his 20-year career at the MGH, Alleyne helped to maintain the Ellison, Baker, Founders House and Gray elevators. He also assisted in coordinating the openings of new patient floors throughout the 1980s.

A memorial service will be held March 28, 2 pm in the MGH Chapel. All MGH employees, friends and family are invited to attend.

Irish eyes were smiling

It was like a breath of spring air at the MGH when Patient Care Services held its annual St. Patrick's Day celebration March 15 in the Main Corridor. MGHers were treated to a "touch o' the green" with a colorful display of posters and an information table dedicated to the legend of St. Patrick. The highlights of the afternoon were performances by Dublin fiddle player Aidan Maher and a group of young Irish step dancers *(right),* whose spirited routine brought a piece of Ireland to the MGH.

Submit news tips and story ideas to the *MGH Hotline*

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Catherine Deely, assistant editor, at 724-2753; or
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Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

March 30, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

There's no place like home: Program aims for 10 am patient discharge

It may not be as easy as clicking ruby slippers together like Dorothy did in "The Wizard of Oz," but the MGH's "There's No Place Like Home" program will help patients get out of the hospital and back in their own homes as soon as medically possible. The goal of the program, which is scheduled to begin in April, is to plan for patients' discharge as soon as they are admitted, to avoid any delays that keep them in the hospital longer.

After admission, patients will be given guidelines for activities that will help ensure a timely discharge. A target discharge time of 10 am on the release day is set for every patient, unless his or her medical needs require a longer stay.

(Continued on Page 2)

Triumph over tragedy: MGH celebrates Bald is Beautiful Ball

Elegant surroundings, vibrant music and a lively auction made the Hyatt Regency Cambridge, scene of the MGH Cancer Center's third annual Bald is Beautiful Ball, an exciting place to be March 23. The ball was organized by a committee headed by Cindy Campbell Bolduc of the MGH Bone Marrow Transplant (BMT) Program, who also hosted the event. The ball is supported by private contributors and The Friends of the MGH Cancer Center. WHDH-TV Channel 7 News anchor Kim Carrigan moderated the live auction, with all proceeds benefiting the MGH BMT Patient Fund.

Yet the true highlight of the evening came in the form of speeches by several patients who best understood the event's significance: BMT recipients who are cancer-free today.

Two patients beat the odds

Michael Finn was diagnosed with Ewing's sarcoma in 1993. Finn found his life turned upside down as he endured rounds of chemotherapy and the replacement of his femur (thigh bone) with a prosthetic bone. Still, he drew comfort from the support of his parents, John and Lynn Yeslow-Finn, and his wife, Julie, who married him just months after his diagnosis. "My family has always been close, but this brought us even closer," he says.

Finn credits Thomas R. Spitzer, MD, director of the BMT Program, and Steven L. McAfee, MD, also of the BMT Program, for encouraging him to undergo a transplant Jan. 10, 1994 — a day Finn still celebrates as his "second birthday."

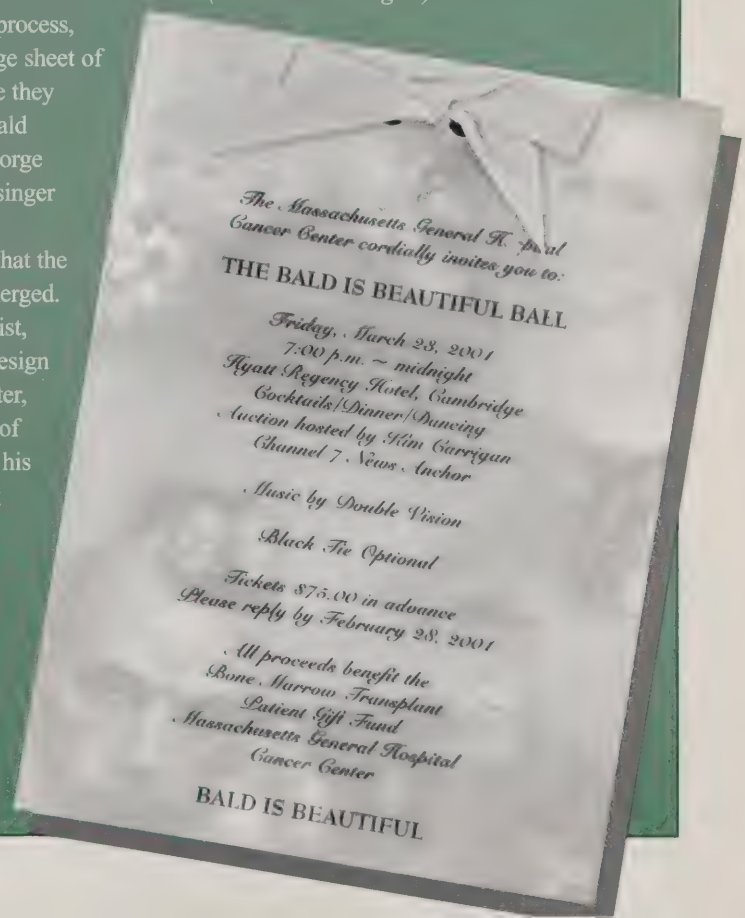
After receiving the transplant, Finn recuperated at home. Like most patients who receive chemotherapy, he lost his hair. In an attempt to inject some humor into the recovery process, Finn's mother taped a large sheet of paper on a door — where they started a list of famous bald people, such as boxer George Foreman and REM lead singer Michael Stipe.

It was from this idea that the Bald is Beautiful Ball emerged. Lynn Yeslow-Finn, an artist, worked with Bolduc to design the Bald is Beautiful poster, which features an image of Michael — bald beneath his head kerchief — dancing with his wife.

Today, Finn practices law with his father, and — after being warned that his chemotherapy treatments might render him sterile — he and Julie now are expecting a sibling for their 14-month-old daughter, Audrey. "I'm very lucky to have the chance to live," Finn says.

John Bianco, another BMT patient, never allowed himself to doubt that he would live. Diagnosed with lymphoma in October 1992, Bianco endured months of chemotherapy, as well as a stem cell transplant, in which healthy blood stem cells are infused

(Continued on Page 2)



FOR YOUR BENEFIT

Periodically, Hotline *features updates about employee benefits, to help MGHers understand and make the most of their benefit options. Below is an explanation of the MGH Tuition Reimbursement program.*

Tuition reimbursement

MGH employees who want to further their careers by taking advantage of educational and training opportunities can receive financial assistance through the MGH Tuition Reimbursement program. Regular and part-time employees (20 to 40 standard hours) who have completed six months of continuous service may apply. The employee's status at the time of course completion will determine the amount of reimbursement. The program is offered for the pursuit of job-related certificate or degree programs (associate's, bachelor's or master's), as well as ESL and GED courses.

To apply for reimbursement, an employee submits an application before starting coursework. After the classes are completed, the employee presents his or her grades and proof of payment for reimbursement of tuition and lab fees. Employees in degree programs who work between 36 and 40 hours per week may receive $2,000 per fiscal year. Employees who work 20 to 35 hours may receive $1,200 per fiscal year. Employees in certificate programs may receive $750 per fiscal year. Employees also must agree to stay employed at the hospital for at least six months after receiving reimbursement.

For more information, call (617) 724-3368 or (617) 726-2230.

— Triumph over tragedy

(Continued from Page 1)

intravenously to replace cells destroyed by chemotherapy.

Despite his aggressive treatment, by January 1996, Bianco's bone marrow was 97 percent consumed by cancer. Jerry Younger, MD, of MGH Hematology/Oncology, gently explained to Bianco that nothing more could be done for him.

Julie and Michael Finn

While he knew that Younger's medical opinion was sound, Bianco says that he and his wife, Grace Curley, "decided it was not a very convenient time for me to die." Grace had given birth to the couple's daughter, Maeve, just three months earlier, and Bianco had maintained his hectic schedule as an attorney.

Working with Younger and his other physicians, Bianco embarked upon a rigorous program of holistic medicine — including a strict diet of raw fruits and vegetables and Chinese herbs and teas, as well as a regimen of martial arts, meditation and prayer. Within months, Bianco's health improved enough for him to forego his transfusions and to hold his daughter — something he had lacked the strength to do at the time of her birth. Two years later, Spitzer and McAfee were able to offer Bianco an experimental chimeric bone marrow transplant.

John Bianco (at right) with wife, Grace Curley, and daughter, Maeve

Bianco became only the 12th MGH patient to receive this type of transplant, in which the immune systems of donor and recipient are blended — allowing the donor marrow, rather than chemotherapy or radiation, to destroy the cancer. The transplant also suppresses an attack of the donor's immune cells on the recipient's organs, a dangerous condition known as graft-versus-host disease. Bianco's sister, Elaine, provided the donor marrow.

Bianco encourages other cancer patients to "become active participants in fighting your cancer. Wake up every day and say, 'Today, I am not going to die.'"

For more information about the BMT Program, call (617) 724-1124. ●

— There's no place like home

(Continued from Page 1)

"With this new program, it is the responsibility of the entire health care team to plan for our patients' timely discharge," says Jeanette Ives Erickson, RN, MS, senior vice president for MGH Patient Care Services and chief nurse. "The goal of the program is to ensure that patients' discharge from the hospital occurs as soon as the plan of care and health care team determine it's appropriate. We ask the cooperation of all caregivers to enforce the 10 am target discharge time for all patients."

Because of the hospital's higher-than-usual occupancy rate, MGH leadership has been looking for opportunities to increase patient access while decreasing length of stay. The MGH Capacity Management Team identified discharge planning as a way to help solve capacity issues.

According to a recent study, patients' discharge times frequently are delayed by such factors as waiting for test results and problems with transportation. By planning for discharge when a patient is admitted, these delays often can be avoided.

For more information about the program, call (617) 726-3100. ●

MGH Cancer Center receives $2.2 million from Avon Products Foundation

If the MGH had a doorbell, it would have been ringing loudly this week to welcome a $2.2 million gift from Avon Products Foundation. The donation will support the MGH Cancer Center in treating and researching breast cancer and in caring for breast cancer patients. The gift is part of $16.2 million in total awards distributed to a select group of leading medical centers and service organizations across the country. The funds were raised through the Avon Breast Cancer Crusade.

The MGH Cancer Center will use the gift to bring state-of-the-art breast cancer care and services to underserved communities, as well as to provide much-needed breast cancer research funding.

"The generosity of the Avon Products Foundation will enable us to strengthen access to vital breast cancer services for some of the most vulnerable populations in the Boston area," says Bruce Chabner, MD, clinical director of the MGH Cancer Center. "We also are excited about the support for innovative research efforts in breast cancer genetics and biology. Avon's interest in supporting new and better ways to diagnose, treat and prevent breast cancer will help us to one day declare complete victory over a disease that continues to affect far too many women."

The MGH's Avon-supported outreach initiative will focus on two sites in the Boston area: the MGH Chelsea HealthCare Center, which serves 30,000 patients a year, mostly from Latino and immigrant populations; and the Mattapan Community Health Center in Boston, which serves a primarily African-American community including a large percentage of Caribbean immigrants. Data show that Mattapan has the highest breast cancer mortality rate in Boston.

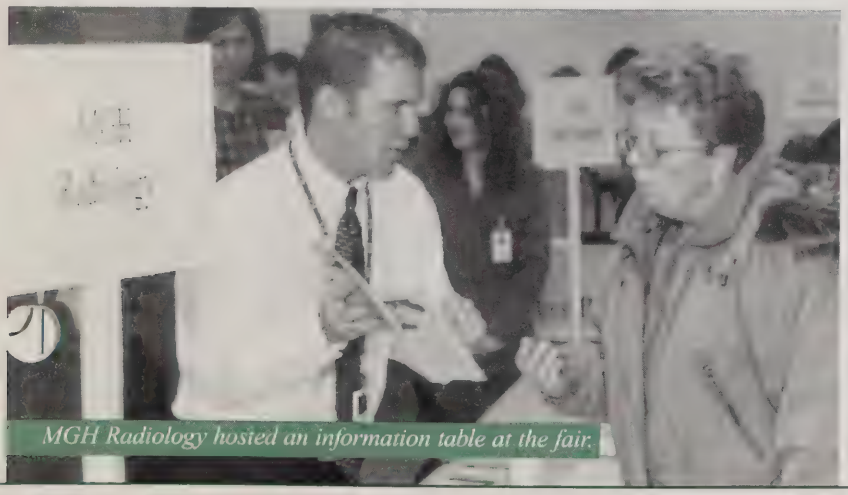
Outreach efforts also will build upon the existing Breast and Cervical Screening Collaborative, which offers mobile and on-site mammography to uninsured women at 14 neighborhood health centers in the Boston area. This screening effort is coordinated by Dana-Farber/Partners CancerCare, a collaborative clinical program in adult oncology that involves the combined efforts of the MGH, BWH and Dana-Farber Cancer Institute.

The gift also will support promising research at the MGH that focuses on the molecular genetics of breast cancer. It will help fund such projects as identifying genetic risk factors for early-onset breast cancer, developing a breast cancer chip for tumor classification and creating a core research facility to analyze genetic mutations associated with breast cancer. In addition, the contribution will allow funding for up to six seed grants of $45,000 each that will be used for clinical application of new, encouraging approaches to breast cancer detection and treatment.

Building careers and expanding knowledge: MGH offers advancement tools

Education has always been a cornerstone of the MGH. Not only is the MGH committed to teaching future clinicians, but it also provides educational opportunities to other employees who want to advance their careers.

The MGH and Partners recently hosted a college and career fair for outpatient practice and ancillary support staff. The fair was designed to help employees make informed decisions about furthering their education.



MGH Radiology hosted an information table at the fair.

More than 230 MGHers attended the fair.

Representatives from colleges were on hand to answer questions, and MGH Human Resources staff were available to talk about job opportunities and training programs at the hospital. For more information, call (617) 726-2230. ●

Spring forward

Daylight saving time begins April 1 at 2 am. Remember to turn your clocks ahead one hour.

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MGH HOTLINE

WHAT'S HAPPENING

Clinical and Professional Development programs
The MGH Center for Clinical and Professional Development will present "Obstetrics Emergencies: Assuring Appropriate Outcomes Through Nursing Care and Risk Management," April 6, from 8 am to 4 pm in the O'Keeffe Auditorium. Participating registered nurses will receive contact hours. The center, along with the MGH Nursing Research Committee, will present "Communicating Nursing Research Through Poster Presentations," April 6, from noon to 4 pm in the Burr 4 Conference Room. Participants will be awarded 3.3 contact hours and should have some knowledge of Microsoft Windows. For more information or to register, call (617) 726-3111.

Professional development series
The Partners Corporate Training and Human Resources departments will offer a biannual professional development series this spring. Classes begin April 5 and will include such topics as "Communication: Dealing With Difficult People," "Employment Laws" and "Rewarding and Recognizing Employees." For a complete course overview, visit *http://is.partners.org/hr/training/mansup.html*.

New telecommunications policies
Beginning April 2, Eastern Massachusetts will implement four new area codes. Partners HealthCare System telephone numbers and calling areas will not change, but employees now should dial local calls using 10 digits — the area code plus the seven-digit phone number. Also, BWH now will use a five-digit system on all internal calls, and internal extensions not accessible outside the hospital will be converted to five-digit extensions with a lead digit of 3. For more information about telecommunications changes, call (617) 726-3344.

Macaluso awards
Nominations now are being accepted for the 2001 Stephanie M. Macaluso, RN, Expertise in Clinical Practice Award. The award recognizes direct care providers throughout MGH Patient Care Services who exemplify the values and expert caregiving embodied by the late Stephanie M. Macaluso, RN. All MGH direct care providers are eligible. Each winner will receive a $1,500 prize and will be acknowledged at a reception in June. Nomination forms may be picked up in all patient care areas, in department offices and at the Gray Lobby information desk. All nominations must be received by April 20. For more information, call Mary Ellin Smith, RN, MS, at (617) 724-5801.

National Alcohol Screening Day
The MGH West End House and Spaulding Rehabilitation Hospital Addiction Rehabilitation Services will sponsor the third annual National Alcohol Screening Day April 5. Information tables will be in the Main Corridor, from 9 am to 4 pm and at the MGH Revere, Charlestown, Back Bay and Chelsea HealthCare centers. West End House clinicians will be on hand to answer questions and to make referrals for free, anonymous alcohol screenings, which will be held at Spaulding, from 2 to 5 pm in rooms 8A and 8B. For more information, call (617) 726-3321.

Chelsea literacy fair
The MGH Chelsea HealthCare Center will participate in the Chelsea Literacy Fair, April 4, from 5:30 to 7:30 pm at the Williams School, 180 Walnut St., Chelsea. The fair will feature storytelling, books for children and adults, and dinner will be served. For more information, contact Margo Johnson at (617) 887-3824.

Clinical Research Program seminars
The MGH Clinical Research Program and the Department of Psychiatry will offer "How To Give A Presentation," April 11, from 4 to 5:30 pm in the O'Keeffe Auditorium. "Introduction to Clinical Investigation" will be held April 3, 10, 19 and 24 and May 1, from 4 to 5 pm in the Bigelow Amphitheater on White 4. For more information or to register, call (617) 726-1669.

In memoriam

Katherine "Katie" Parks, a former MGH employee and 26-year volunteer, died Feb. 15. She was 90. Parks worked as a secretary in the Buildings and Grounds Department before retiring in 1975. For the past 26 years, she served in many volunteer capacities throughout the hospital, including a role as a visitor ambassador at the WACC information desk.

A memorial service, jointly sponsored by the MGH and Trinity Church, will be held April 3 at 1 pm in the MGH Chapel. A small reception will follow. All friends, employees and community members are invited to attend.

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

April 6, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Jellinek named president of Newton-Wellesley

Michael S. Jellinek, MD, senior vice president for Administration and chief of Child Psychiatry at the MGH, has been named president of Newton-Wellesley Hospital. He has served as interim president at Newton-Wellesley since October.

Although Jellinek will be stepping down from most of his day-to-day responsibilities at the MGH, he has agreed to continue leading the planning effort for the MGH's new ambulatory care building. He also will continue to have both an academic and a clinical role in the MGH Department of Psychiatry.

Jellinek says that his 25 years of enlightening, challenging and heart-warming experiences at the MGH will serve him well in his new role. "I've worked with and learned from so many wonderful people throughout the MGH, and I am very grateful for all of the opportunities I have been given. I clearly will miss my daily interactions with everyone here," Jellinek says. "But the opportunity to lead Newton-Wellesley is a privilege and an honor. In the six months that I have been interim president, I have come to see the depth of quality and potential that extends throughout the organization. Newton-Wellesley is a vital part of the Partners system, and I am excited about the chance to help create collaborations between Newton-Wellesley and other institutions within Partners that will benefit patients throughout the system."

James J. Mongan, MD, president of the MGH, says that Jellinek is talented and

Jellinek

inspires those around him to succeed. "I am confident that Mike can provide the kind of leadership that will enable this excellent community hospital to thrive," Mongan says. "In the five years that I have worked with Mike at the MGH, he has demonstrated time and again that he is a thoughtful, enthusiastic and dedicated leader. He is masterful at bringing the right people together to solve problems creatively and effectively. Newton-Wellesley is fortunate to be gaining his insight and perspective in this challenging era in health care."

As Newton-Wellesley's interim president, Jellinek has worked with medical and hospital leadership to set forth a vision and plan for restoring financial stability to the 250-bed community teaching hospital. Newton-Wellesley employs 2,000 people and has a medical staff of 900.

Jellinek and his team also have been investing in and shaping Newton-Wellesley for the future by renovating space to create a women's imaging center, a new endoscopy suite and expanded rehabilitation facilities. Also under Jellinek's leadership, Newton-Wellesley has been working with the MGH, BWH and Partners to form clinical collaborations.

"Newton-Wellesley, its physicians and other clinicians provide a key and valued component of the care we give our patients," says Samuel O. Thier, MD, president and CEO of Partners.

"The president of Newton-Wellesley

(Continued on Page 2)

Good food, good cause

For the dozens of MGHers who participated in the MGH Blood Donor Center's Taste of the Town event March 27, the tradeoff was a good one: they left not only with Band-Aids, but with full stomachs too. Employees were able to enjoy mouth-watering samples from several area restaurants — including Finagle a Bagel, Harvard Gardens, Pizzeria Uno and Max's Deli — after donating blood or platelets. Adding to the festive atmosphere was the promise of an inviting prize: a $25 gift certificate to Francesco's restaurant in the North End.

The MGH Blood Donor Center is located on Gray 1, and is open from 8:30 am to 4:30 pm Monday through Friday. Volunteer blood and platelet donors always are needed. Donations may be made by appointment or on a walk-in basis. All employees should bring an MGH ID badge or donor card. For more information, call (617) 726-8177 or visit *http://www.mgh.harvard.edu/blood*.

An MGHer donates blood in exchange for a tasty treat.

— Jellinek named president of Newton-Wellesley

(Continued from Page 1)

must, of course, be an excellent manager, but it is equally important that he or she have a real understanding of and commitment to the best in patient care. Throughout his time as senior vice president at the MGH and more recently as interim president at Newton-Wellesley, Mike has proven himself thoroughly qualified on both counts."

Jellinek first arrived at the MGH in 1976 as a resident in Psychiatry. He went on to join the MGH staff in 1979 as chief of Child Psychiatry, and in 1991, he was named associate chief of the Department of Psychiatry. Jellinek has gone on to serve in a variety of administrative roles at the MGH, including vice president for Ambulatory Services, a position he assumed in 1992. He was appointed senior vice president for Administration in 1996. Throughout the past seven years, Jellinek has been responsible for overseeing 10 operational and three clinical departments.

Jellinek is a professor of Psychiatry and of Pediatrics at Harvard Medical School, and is board-certified in both specialties. Widely respected for his work in pediatric psychiatric issues, he has published more than 200 reports, chapters, articles and monographs. Jellinek also is an editor or co-author of four books. ●

Learning by the book: MGHers make the Warren Library home

The last time an MGHer journeyed through the Bulfinch basement without the option of finding respite in a row of books, the Civil War had yet to be fought and the Boston skyline contained more sky than skyscrapers. The Warren Library — the oldest general hospital library in the United States — was built at the bequest of MGH founding father John Collins Warren, MD, in 1841, and MGH patients, employees and visitors have been enjoying its literary offerings ever since.

"A lot of friendships have been formed here," says Nancy Marshall, who has served as the Warren librarian for the past two years. Marshall oversees the library's daily activities, assisted by a small but dedicated group of volunteers.

In addition to its 10,000 paperback and hardcover books — as well as a large collection of audio and videotapes — the Warren Library offers cozy chairs, soothing music and quiet relaxation in a hospital constantly bustling with activity. The library also sells tickets for PERKS program events, from 1 to 3 pm throughout the week.

An archive photo of the Warren Library, circa 1970

In contrast to the MGH's Treadwell Library, the Warren Library is entirely nonmedical. Book selections range from best-selling fiction and mysteries to biographies, history and poetry. All employees may check out books, free of charge, simply by showing an MGH ID badge.

Marshall has implemented a paperback exchange system, in which staff may borrow paperbacks freely. In return, many employees choose to donate paperbacks of their own for the enjoyment of their patients and colleagues. "For every book that goes out, I get three back," Marshall says, noting the generosity of employees in contributing to the exchange. In addition, library patrons also can donate and borrow current magazines and participate in a cooking recipe exchange. Marshall also hopes to start a book club in the near future.

The most important pursuit of the Warren Library is its dedication to bringing literature to MGH patients. "Our patients always come first," says Marshall. "Many patients will come here between treatments, and for those who can't make it down to the library, we try to bring the library to them."

While volunteers from MGH Volunteer and Interpreter Services regularly bring a cart of reading materials to patient units, Marshall has taken the distribution effort one step further. Using funds garnered from the library's ongoing "Buck a Book" sale, Marshall purchases new movie videotapes, which then are loaned to patients.

The Warren Library will hold its annual fundraising drive this summer. Marshall hopes that the event will receive the same enthusiastic response it has met with in the past. "All the money we take in goes back to helping the library," she explains. "And the library is meant to be a resource for everyone at the MGH to enjoy."

For more information about the Warren Library, call (617) 726-2253.

MGH Vital Signs: FY 2001 first-quarter results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 2000
Net Patient Service Revenue	$213.9	$ 2.2	$186.9
Research Revenue	68.6	(0.5)	62.0
Other Operating Revenue	19.6	1.0	18.1
Total Revenue	302.1	2.7	267.0
Salary and Benefits	115.7	(1.6)	102.3
Supplies and Outside Services	70.4	(2.4)	58.7
Other Operating Expenses	62.8	1.1	60.3
Direct Research Expenses	47.6	0.5	43.3
Total Expenses	296.5	(2.4)	264.6
Current Operating Gain (Loss)	5.6	0.3	2.4
Prior-Year Adjustments	0.0	0.0	2.8
Gain (Loss) from Operations	**5.6**	**0.3**	**5.2**
Non-operating Gains (Losses)	10.4	5.5	10.0
Net Gain / (Loss)	$ 16.0	$ 5.8	$ 15.2

Financial overview: The MGH began fiscal year 2001 with its seventh consecutive profitable quarter, reporting an operating gain of $5.6 million for the first quarter. In the first three months of the fiscal year, this operating margin continued to meet the hospital's aggressive budget targets. Most revenue areas of the hospital outperformed the budget goals in the first quarter.

Total expenses were above budget, a reflection of inflationary pressures. The hospital experienced an overage in salaries because of increased use of temporary personnel. If hiring permanent employees remains a challenge because of the tight labor market, higher-than-budgeted temporary personnel expense is likely to continue.

Although slightly below budget, volume remains high, causing some capacity issues.

Admissions and births both compared favorably to fiscal year 2000, but were slightly below this year's budget target.

Length of stay (LOS) finished the first quarter at .07 days above budget, a 0.05-day improvement from FY 2000. The hospital is inaugurating a new discharge-planning program this month that aims to further reduce LOS and address capacity issues. Called the "There's No Place Like Home" program, the goal of the initiative is to discharge all patients at a target time of 10 am if medically possible.

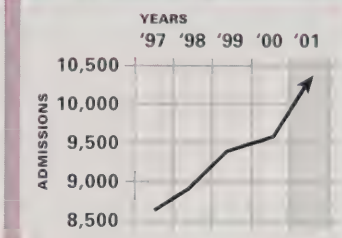
Average daily census met budget at 666.

Outpatient visits were nearly on budget at 191, 040, compared with budgeted visits of 191,172. Health center visits and Emergency Department visits were significantly better than budget, while visits on the main campus were below budget.

Admissions

FY '01 actual:	10,296
FY '01 budgeted:	10,412
FY '00 actual:	9,635
Patient days	61,241
Inpatient surgeries	4,315
Births	835

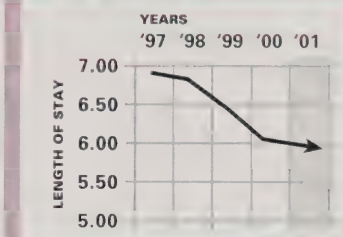
Five-year trend



Length of stay

	Days
FY '01 actual:	5.95
FY '01 budgeted:	5.88
FY '00 actual:	6.00

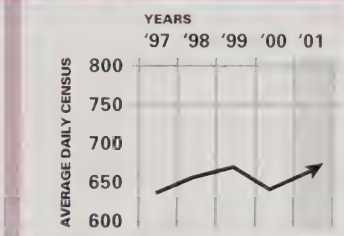
Five-year trend



Average daily census

FY '01 actual:	666
Average beds in service	855
Occupancy rate	77.86%
FY '01 budgeted:	666
FY '00 actual:	629

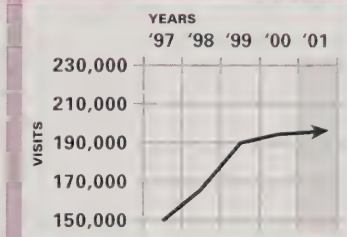
Five-year trend



Outpatient visits

FY '01 actual:	191,040
Clinic visits	105,504
Health center visits	67,518
Emergency visits	18,018
FY '01 budgeted:	191,172
FY '00 actual:	192,650
Outpatient surgeries	3,623

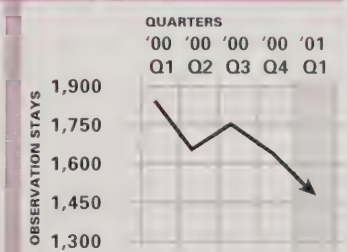
Five-year trend



Observation stays

FY '01 actual:	1,214
FY '01 budgeted:	1,381
FY '00 actual:	1,474
Chemotherapy infusion	90
Routine post-procedure recovery	376

Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

Faculty Development Series presentation
The Faculty Development Committee of the MGH Department of Medicine will sponsor a seminar series for junior faculty and fellows. "Academic Advancement and Promotion" will be held April 9, from 4:30 to 6 pm in the Wellman Conference Room. "How to Write a Grant — Junior Faculty" will be held April 17, from 4 to 5:30 pm in the Ether Dome. "How to Write A Grant — Fellows and Beginning Scientists" will be held May 14, from 4:30 to 6 pm in the Wellman Conference Room. For more information, contact Rita Gray at (617) 726-8557.

Eldercare fair
The MGH Employee Assistance Program (EAP) will sponsor an eldercare fair April 12, from 11:30 am to 1:30 pm in the Wellman Conference Room. The program will offer information about services for elders and their families, and representatives from area agencies and providers will be on hand to answer questions. For more information, contact the EAP at (617) 726-6976.

Ethics Task Force forum
The MGH Ethics Task Force will sponsor a forum called "The Impact of Religion on End-of-Life Decisions," April 11, from 5 to 6 pm in the Walcott Conference Room, WACC 2. The forum will be moderated by David Todres, MD, of MGH Anesthesia, and panelists will include several representatives from the MGH Chaplaincy. Refreshments will be offered prior to the panel discussion. For more information, contact (617) 724-4136.

Spring computer workshop
Partners Information Systems Training will hold a series of computer workshops on Microsoft Office applications. All classes will be held at Partners Corporate Training, 185 Charles River Plaza. For a complete list of workshops or to register, call (866) 227-1085 or visit *http://is.partners.org/training*.

Holy Week and Passover services
MGH Chaplaincy will hold several services in observance of Holy Week, Passover and Easter. Passover programs will be broadcast on Channel 16 at 5 pm on April 6, 7 and 8. On April 8, palms will be distributed in all inpatient units and at the 4 pm Roman Catholic Mass. An Ecumenical prayer service in observance of Holy Thursday will be held April 12 at 12:15 pm, and a Roman Catholic Mass of the Last Supper will be held at 4 pm. On April 13, a Good Friday Ecumenical service will be held at 12:15, and a Roman Catholic Passion of the Lord and Holy Communion service will be held at 4 pm. A Roman Catholic Easter Vigil Mass will be held April 14 at 7 pm. On April 15, an Easter Sunday Episcopal Communion service will be held at 1:30 pm, and a Roman Catholic Easter Sunday Mass will be held at 4 pm. All services will take place in the MGH Chapel. For more information, contact the MGH Chaplaincy at (617) 726-2220.

Materials Management hotline
Partners HealthCare Materials Management now features a customer service hotline. The hotline staff will address all employee questions about purchasing, contracts, transportation, troubleshooting and more. For more information, call the hotline at (617) 726-0411.

IN GENERAL

Ulysses J. Balis, MD, of MGH Pathology, received the 2000 College of American Pathologists Foundation Lansky Award in recognition of demonstrated leadership and significant contributions to the field of pathology. Balis received the award at the American Society of Clinical Pathologists annual meeting in San Diego.

David H. Sachs, MD, director of the MGH Transplantation Biology Research Center, recently was awarded the Medical Foundation Award for Distinguished Contributions to Health Research for his major contributions to the field of organ transplantation. The award was presented at the Medical Foundation's annual meeting in Boston.

Andrew L. Warshaw, MD, surgeon-in-chief of the MGH, has been appointed to the Health Policy Steering Committee of the American College of Surgeons.

Anne W. Alonso, PhD, of MGH Psychiatry; **Walter C. Guralnick, DMD,** of Oral and Maxillofacial Surgery; and **Janet E. Hall, MD,** of the MGH Reproductive Endocrine Unit, are the MGH recipients of the 2000 A. Clifford Barger Excellence in Mentoring Awards.

Giuseppe R. Nigri , MD, of MGH Surgery, has been recognized by the American Society for Laser Medicine and Surgery for submitting the best overall science paper to its 21st annual meeting. Nigri will receive the award for his paper, "Improved Sterilization of Prosthetic Vascular Grafts Using Shock Waves," at the society's Presidential Awards and Citations ceremony in New Orleans.

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by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

April 13, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH marathon runners combine heart, hope

The Boston Marathon has long held mythical status around the world as a pinnacle of athletic accomplishment. Participants run for a variety of reasons: a physical challenge, a mental test of endurance or simply a quest for personal satisfaction. Yet for some MGHers, the marathon represents an opportunity of a different sort — the chance to run on behalf of those who can't.

Sandy Aiello

Dozens of MGH employees will run in the 105th Boston Marathon April 16, many raising funds for their own charitable causes. For example, this year marks the debut of the MassGeneral Hospital Marathon Team for Cystic Fibrosis, which will have five runners participating. The MassGeneral Marathon Team "Fighting Kids' Cancer ... One Step at a Time," however, has united its members to run for a special group within MassGeneral Hospital for Children — pediatric oncology patients.

Howard Weinstein, MD, chief of Pediatric Hematology/Oncology at MassGeneral Hospital for Children, founded the team in 1998. Today, the group boasts more than 70 members, and has set a fundraising goal of $400,000 — all of which will go toward the fight to cure childhood cancer. The team — consisting of MGH physicians, nurses, staff, patients, their families and friends — will continue a special tradition this year: more than 50 members will run in honor of MassGeneral Hospital for Children cancer patients.

For one marathon team member, the race represents a bittersweet mix of tears and triumph. Waltham native Sandy Aiello will be running in honor of her daughter, Kayla, a former patient on Ellison 17. Kayla was 5 ½ years old when she died last May, following a long battle with a form of kidney cancer known as Wilm's tumor.

For Aiello, the decision to run the marathon came gradually. She first began taking long walks during Kayla's illness. "It was pretty much the only time I left the house," she remembers. "Pounding the pavement became my way of dealing with everything."

Kayla had been represented in the previous two marathons by Alicia Foley, former supervisor of the MGH Bone Marrow Transplant Processing Lab and a close friend of the Aiello family. During the fall after Kayla's death, Aiello began to seriously consider taking her walking regimen to the next level.

"I knew about the MGH team because of Alicia's running for Kayla," Aiello says. "I decided I wanted to do something in Kayla's memory, and this became my focus — my release for my feelings." She began training with a friend of her husband's, and slowly strengthened her running schedule, eventually logging as many as 56 miles in one week.

(Continued on Page 2)

Children and HealthCare Week

The annual Children and HealthCare Week, sponsored by the FleetBoston Financial Foundation, will be held at the MGH from April 24 to May 1. Employees, children and friends are invited to participate in the week's activities, including the HealthFair April 26 and a weeklong Art Fair display. Author Marc Brown, creator of Arthur the Aardvark, will pay a morning visit April 26 to celebrate Arthur's 25th anniversary. A full schedule of events will be listed in next week's issue of *Hotline*.

ADVANCES

MGH to study acupuncture in treating high blood pressure

Acupuncturist Nicole Stockholm removes a needle from Marsha Watson's ear.

Marsha Watson was surprised to find that having small needles stuck into her back, neck, ankles and ear was a pleasant experience. As a nurse working in the MGH Cardiac Step-down Unit, Watson isn't used to being on the receiving end of a needle. But she is willing to be poked and prodded as part of an MGH study that will look at the efficacy of the Chinese practice of acupuncture in treating high blood pressure, also known as hypertension.

Diagnosed with high blood pressure 10 years ago, Watson has used several different medications — with varying degrees of success — to treat her condition. When Watson's physician, Randall Zusman, MD, director of Hypertension and Vascular Medicine at the MGH, suggested that she participate in the acupuncture study, she jumped at the chance.

"My ultimate hope is that this could cure hypertension," says Watson. "But it still will be beneficial to patients if it means taking fewer medications, suffering less from side effects and having more control over this condition. And I have found the whole acupuncture process to be very relaxing and quite pleasant."

The MGH and the New England Research Institutes have reached a multimillion dollar cooperative agreement with the National Center for Complementary and Alternative Medicine of the National Institutes of Health to conduct the pilot study. It will involve 180 participants and is called Stop Hypertension with the Acupuncture Research Program (SHARP).

About 50 million Americans suffer from high blood pressure. Conventional medications are expensive and may leave patients with unpleasant side effects, such as ankle swelling, fatigue, depression and sexual dysfunction.

Acupuncture may prove to be a more effective way to treat these patients. It also may reduce the need for medications. Using small needles to puncture the skin, acupuncture activates sensory glands, which are believed to release endorphins — the body's natural painkillers.

"High blood pressure is a significant health problem in the United States, and a major risk factor for heart attack and stroke," says Zusman, who is an investigator on the study. "While there is some indication that acupuncture may reduce high blood pressure, previous studies have not been properly designed to get accurate scientific results."

Zusman and his colleagues hope to demonstrate that alternative medical therapies are effective in controlling the blood pressure of a significant number of patients without dependence on drug therapy.

For more information about the study, call (617) 724-0407.

— MGH marathon runners combine heart, hope

(Continued from Page 1)

Aiello says that she is running the marathon both for Kayla and for the MGH. "I see this as a way of involving Kayla's memory in a cause that is very near and dear to me and my family," she explains. "The MGH has been part of our lives for as long as Kayla has." Aiello also credits the support of her friends and community: To date, she has received more than $20,000 in contributions to the marathon team. "I have received a check every day since January, coming from more than 600 people," she says. "I'm just overwhelmed by the support and good will that has been extended to me." On Marathon Monday, a group of 200 well-wishers — many wearing T-shirts emblazoned with Kayla's photo — will gather along the marathon route to cheer on Aiello and her teammates. All MGHers are invited to join the group at mile 20 on Sumner Street in Newton.

Kayla Aiello

The marathon team's traditional pasta dinner, held the evening before the race, carries special significance for Aiello. While the other runners will meet their patient partners and present them with honorary medals, 4-year-old Amanda Aiello will receive a medal bearing her sister's name. "It is going to be a very emotional, wonderful experience," Aiello says. "Being a part of the marathon team was a calling for me. It came up at exactly the right time."

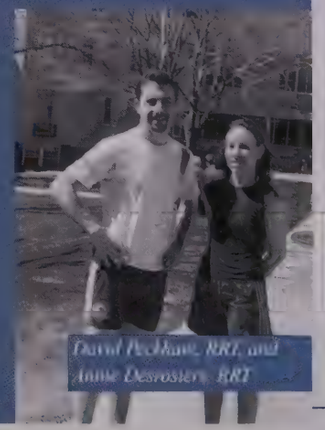
On Marathon Monday, spectators can track individual runners live on the web at *http://www.bostonmarathon.org.* ●

While most marathon runners participate for the sake of physical strength, sheer enjoyment or a good cause, two MGHers are proud to race for all three reasons.

"Running a marathon is the most amazing thing," says MGH respiratory therapist Annie Desrosiers, RRT.

Her colleague and fellow runner David Peckham, RRT, agrees. "After running in last year's Boston Marathon," he says, "I promised myself that if I ever went through this again, I would do it for charity."

This year, Peckham is running in the marathon as a part of the MassGeneral Marathon Team Fighting Kids' Cancer... One Step at a Time (see main article, Page 1), while Desrosiers, who qualified last year for the race, is running on her own. Yet their racing efforts will not end Marathon Monday; they will travel to Hawaii to run in the Train to End Stroke Marathon June 24. Desrosiers and Peckham will be running for the American Stroke Association and are holding a series of fundraisers to raise money for the charity.



David Peckham, RRT, and Annie Desrosiers, RRT

Project Linus delivers comfort to MGH children

Linus, the cartoon character made famous by Charles Schultz's *Peanuts* comic strip, never went anywhere without his beloved blanket. Now, thanks to a dedicated group of Massachusetts women, pediatric patients at the MGH won't have to either.

Project Linus is a national nonprofit organization with members who create and deliver handmade blankets to ill and traumatized children around the country. The Greater Boston Chapter was launched in February by Lynne Barberian, Kathie Interess and Lucy Maiullari. Working with MGH child life specialists Heather Peach and Kara Levoshko, the three women brought blankets to MassGeneral Hospital for Children April 7.

From left, Lynne Barberian, patient Samantha Grimes and Lucy Maiullari

The visit marked two special occasions for Project Linus: the women delivered the organization's 100th blanket to a child on Ellison 18, and it was their first opportunity to deliver the blankets personally. "It was really a big deal for us," says Maiullari. "We tried to make the kids feel as comfortable as possible, and it was such a great feeling to see them so excited."

In addition to the blankets delivered on Ellison 18, Project Linus donated blankets for distribution to children throughout the hospital. The group also presented a special blanket, designed by a preschool classroom. This blanket will hang on the wall at the unit's entrance, greeting visitors with the same warmth with which it was given.

For more information about the Greater Boston Chapter of Project Linus, visit *http://bostonprojectlinus.homestead.com/home.html* or call (508) 566-0993. ●

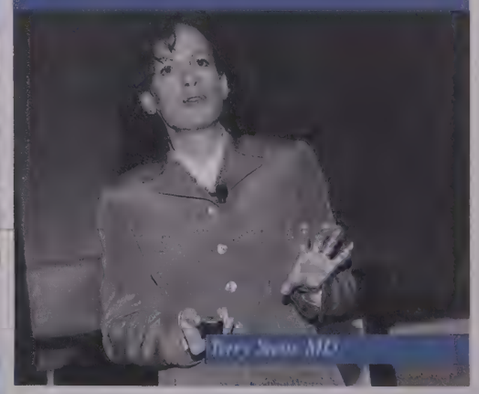
Talking the talk

Studies have shown that most patients want to be listened to and cared about by their doctors, and they want their doctors to listen to and care about them. They also want to feel involved in the decisions about their health care. But in today's fast-paced health care environment, caregivers often find it challenging to deliver personalized, compassionate care to patients. One factor that can improve the relationship between concerned patients and stressed clinicians can be a simple one: better communication.

The Massachusetts General Physicians Organization, the Kenneth B. Schwartz Center and the Risk Management Foundation recently hosted a forum to discuss the latest evidence about the difference good communication can make in health outcomes, medical-legal risk and the clinician-patient relationship.

The program, called "Talk is (NOT) Cheap," featured guest speaker Terry Stein, MD, director of Clinician-Patient Communication for the Permanente Medical Group of Northern California. Her presentation highlighted research that shows what patients want from the clinician-patient relationship, and helped identify how health outcomes are affected by good communication. The program also featured a workshop about how clinicians can handle difficult patient interactions.

For more information or to receive a copy of forum materials, call (617) 724-1004.



Terry Stein, MD

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MGH HOTLINE

WHAT'S HAPPENING

Take Our Children to Work Day
The MGH will celebrate Take Our Children to Work Day April 26. This year's theme is "Partnering to Learn." All main campus and CNY employees' children, from 9 to 15 years of age, are invited to learn about health care and careers at the MGH. Employees must obtain approval from their supervisors or managers, and should be able to provide supervision throughout the day's activities. Registration forms may be obtained in the Human Resources offices on White 14 and at 75 Blossom Court, CNY Building 149 and Bulfinch 360. All children must be registered by April 20. For more information, contact Sunayana Jhalani at (617) 726-6989 or send e-mail to *sjhalani@partners.org.*

MGH Revere Community Health Day
The MGH Revere HealthCare Center will celebrate Community Health Day April 26, from 8 to 10:30 am at the center, 300 Ocean Ave., Revere. Guest speaker Ursula Kelly, RN, MSN, CS-ANP, will discuss cross-cultural issues in health care. For more information, contact the center at (781) 485-6300.

Timilty Partnership events
MGH volunteers are needed to host James P. Timilty Middle School seventh-grade students for the fifth annual City of Boston Middle School Job Shadow Day, May 22. Job Shadow Day introduces students to the working world and encourages career exploration. Employees are invited to host a student from 9 am to 1:30 pm. The MGH/Timilty Partnership also invites participation in the SummerWorks 2001 program. SummerWorks places Timilty graduates throughout the MGH in clinical, research and administrative summer work positions. For more information about Job Shadow Day or SummerWorks, contact the MGH/Timilty Partnership office at (617) 724-3210.

Hospice movement founder to speak
Dame Cicely Saunders, founder of the modern hospice movement, will give a presentation April 20, from 5 to 6 pm in the Shriners Burns Hospital Auditorium, 51 Blossom St. A reception will follow in the Wellman Conference Room at the MGH. For more information, contact Lillian Johnson of the MGH Institute of Health Professions at (617) 726-4276.

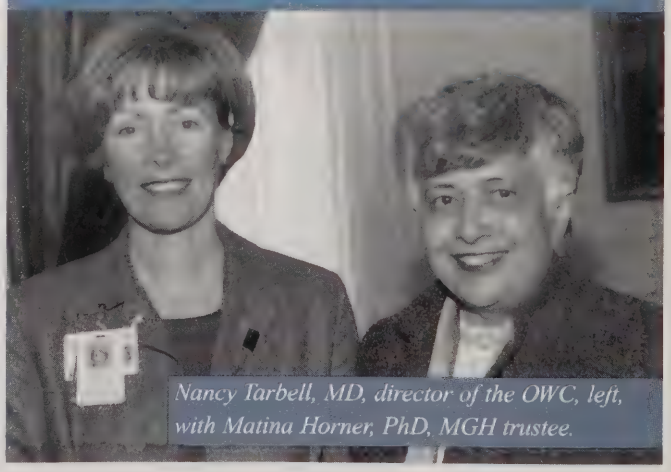
Clinical Research Program seminar series
The MGH Clinical Research Program will sponsor "Problem-Based Biostatistics Seminars for Physiologic Investigators," May 3, 10, 17 and 24, from 4 to 5 pm in the Lawrence House Conference Room at Harvard Medical School. Participants must register by April 25. For more information or to register, contact Alison Simmons at (617) 726-1669 or visit *http://crnet.mgh.harvard.edu.*

Cancer nursing presentation
The MGH Center for Clinical and Professional Development will sponsor "Cancer Nursing — Anchoring Our Practice With Knowledge," April 20, from 8 am to 4:30 pm in the O'Keeffe Auditorium. Participants will be awarded 6.3 contact hours, and lunch will be provided. For more information, call (617) 726-3111.

Lymphedema course
Lerner Lymphedema Services Academy will offer an advanced lymphedema services training session, April 27 to 29 in the Walcott Conference Rooms, WACC. Lymphedema is a common disorder caused by excessive fluid buildup in the lymphatic transport system, leading to problems carrying protein, lipid and other molecules. Featured presenters will include Alan J. Fischman, MD, director of MGH Nuclear Medicine; Dicken Ko, MD, of MGH Transplant Surgery; and Simon Powell, MD, of MGH Radiation Oncology. A $500 course fee is due by April 24. For more information or to register, call (800) 232-5542.

Reception honors women faculty at the MGH

The MGH Office for Women's Careers (OWC) hosted its fourth annual reception April 5, in honor of women faculty who have made significant career accomplishments. MGH leaders and staff gathered in the Trustees Room to congratulate and recognize the faculty members for their achievements during the year 2000.



Nancy Tarbell, MD, director of the OWC, left, with Matina Horner, PhD, MGH trustee.

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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

April 20, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Many miles and many smiles — MGHers run Boston Marathon

As their running shoes pounded the pavement on Marathon Monday, 74 runners brought smiles and cheers to an enthusiastic crowd gathered at the 20-mile mark in Newton. These determined runners were members of the MassGeneral Marathon Team "Fighting Kids' Cancer ... One Step at a Time," and their goal not only was to finish one of the most prestigious races in the country, but also to help raise money for pediatric cancer research at the MGH.

The marathon team — made up of physicians, nurses, staff, family and members of the community — set a goal of raising $400,000 this year. Many participants ran in honor of pediatric cancer patients at MassGeneral Hospital for Children.

On Marathon morning, the runners geared up for the race with team captain Howard Weinstein, MD, chief of Pediatric Hematology/Oncology for MassGeneral Hospital for Children. A pre-marathon gathering was held at the pediatric dental practice of Nadia Diab, DDS, and Ken Webb, DDS, in Hopkinton. Young patients, their families, friends and MGH employees cheered from the sidelines as the runners made their way up the famous Heartbreak Hill in Newton, known for its agonizingly steep incline. The group of more than 150 MGH fans celebrated the runners' impending finish with refreshments donated and served by Joey Crugnale, founder and president of Naked Fish Restaurants, and his staff. A lemonade stand and bake sale, run by neighborhood kids and staff of the MGH Pediatric Oncology Clinic, also contributed more than $700 to the team's fundraising goal.

After giving a high-five to their runners at mile 20, many of the pediatric patient partners were transported to Copley Square in the Naked Fish Mini Van in time to cheer their marathon heroes across the finish line. ●

MGH and NSMC to launch open-heart surgical service

Three community hospitals — including the Partners-affiliated North Shore Medical Center (NSMC) — were given the green light last week by the Department of Public Health to offer open-heart surgical services. The other two community hospitals chosen were Cape Cod Hospital and Charlton Memorial Hospital in Fall River. Six community hospitals had competed for permission to open cardiac surgical services.

NSMC has worked with the MGH to plan the open-heart surgical service at Salem Hospital. The program is expected to begin serving patients in May 2002. The collaboration will combine the cardiac surgical expertise of the MGH with a community hospital system that has proven capable of supporting such a service, using sophisticated diagnostic and surgical abilities.

In a similar collaboration, Cape Cod Hospital will work closely with BWH to develop and launch its own cardiac surgery program.

"Cardiac surgery and angioplasty have advanced to such a stage of maturity and reproducibility that they can and should be offered in the community," says David Torchiana, MD, chief of MGH Cardiac Surgery and the initial lead cardiac surgeon at Salem Hospital. "We at the MGH are pleased that NSMC was chosen by the Department of Public Health to offer these services to patients on the North Shore, and we are looking forward to continuing our long-standing partnership with them."

According to David J. Roberts, MD, director of Cardiac Services at Salem Hospital, the establishment of cardiac surgery and angioplasty services at NSMC, along with the collaboration of the MGH, will offer North Shore-area patients a full range of cardiac care. These services include identifying and managing risk factors for heart disease, acute emergency and inpatient

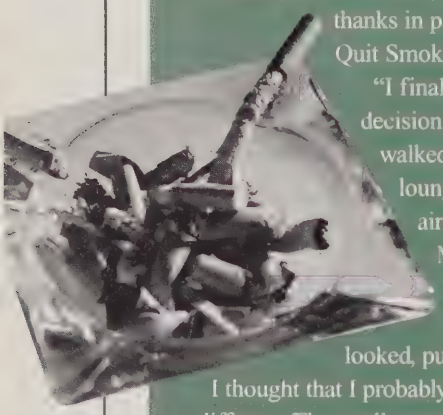
(Continued on Page 2)

Breathing easier: New nonsmoker credits MGH Quit Smoking Service

Carolyn Massik was only 15 years old when she secretly started to smoke a couple of cigarettes now and then. Like many teenagers, she knew her mother would disapprove, but she did it anyway. By the age of 17, she was hooked, smoking more than a pack each day.

"Where I grew up, in coastal Virginia, everyone smoked," says Massik. "My older siblings smoked, even my father smoked. It's what everyone did back then. We thought it made us look glamorous."

Now, 42 years later, Massik is celebrating her one-year anniversary as a nonsmoker, thanks in part to the MGH Quit Smoking Service.



"I finally made the decision to quit when I walked into a smokers' lounge at the Atlanta airport," says Massik. "I was struck by how tacky they all looked, puffing away. And I thought that I probably didn't look any different. That really turned me around."

Massik had tried to quit before, but the lure of nicotine kept her under the spell of addiction. After a year of trying to quit, a friend recommended that she try a structured cessation program. Having lived in the Beacon Hill area for 14 years, Massik knew that the MGH had such a program.

Since 1993, the MGH Quit Smoking Service has offered group counseling programs and nicotine replacement to patients, families, hospital employees and the community. Until recently, smokers' access to these services was limited by a lack of insurance coverage. Fortunately, that changed in October 2000, when the Massachusetts Department of Public Health began covering tobacco treatment with a new program that is offered at the MGH. The MGH Quit Smoking Service now can offer low-cost treatment, including nicotine gum and patches, to any smoker in Massachusetts. The service, led by Nancy Rigotti, MD, who also is the director of the MGH Tobacco Research and Treatment Center, is a joint program of the MGH General Medicine and Preventive Cardiology departments.

Rigotti

Smoking-related diseases claim an estimated 430,700 lives each year in the United States, according to the American Lung Association. Smoking costs Americans approximately $97.2 billion each year in medical costs and lost productivity from missed workdays resulting from smoking-related illnesses.

"Despite awareness campaigns and more education about the health consequences of smoking, 19 percent of Massachusetts residents smoke," says Rigotti. "There still is a need for support and treatment services, and now we can provide free or low-cost tobacco treatment to more people who want to quit."

The staff of the MGH Quit Smoking Service work with individual smokers, in collaboration with their primary care providers, to tailor a treatment plan. The service also supports the efforts of MGH clinicians and outpatient practices to offer smoking counseling as part of their routine office practice.

Massik credits her first smoke-free year to the support she received from the MGH's group counseling program, which is run by Thelma Tisdale, RN, MPH, an ex-smoker herself. "Thelma told us right from the beginning that this would be one of the hardest things we would ever do," she says. "But the people who run this program were so helpful, understanding and nurturing. They did everything but quit smoking for us."

For more information, call (617) 726-7443.

— MGH and NSMC to launch open-heart surgical service

(Continued from Page 1)

care, short-and long-term rehabilitation and home care. "For more than 20 years, NSMC has pursued a vision that has included the development of a regional medical center capable of supporting levels and scopes of care not otherwise available on the North Shore, and not usually associated with a community-based hospital," says Gary L. Gottlieb, MD, MBA, NSMC president and CEO.

In receiving approval from the Department of Public Health, NSMC has demonstrated that it will exceed the volume of cardiac surgery and cardiac angioplasty procedures necessary to implement a safe, high-quality program. The hospital anticipates that approximately 200 open-heart procedures will be performed in the program's first year of operation.

This partnership between the MGH and NSMC is nothing new. The two hospitals have had a clinical collaboration since 1966, when Salem Hospital launched one of the state's first cardiac catheterization programs at a community hospital. The MGH and NSMC first discussed establishing a cardiac surgical service at Salem Hospital as early as 1985.

More recently, two NSMC cardiologists were granted privileges to perform cardiac catheterization/angioplasty at the MGH in 1994. And in 1995, the MGH and NSMC established the first digital echocardiography link for two-way patient consultation between an academic medical center and a community hospital.

Diane Heislein, PT, MS, OCS

Menopause: Unlocking the Mysteries

Menopause — a life passage that affects every woman — often raises questions and concerns. Are the changes in a woman's body physical or emotional? Are the conflicting emotions many women feel a result of social stereotypes? Are the symptoms women experience treatable?

At the spring Women's Health Symposium, sponsored by the MGH Women's Health Committee and the MGH Vincent Obstetrics and Gynecology Service, more than 100 women gathered to find answers to these questions and others about the various effects of menopause. The symposium, "Menopause: Unlocking the Mysteries," held in the O'Keeffe Auditorium, was moderated by Karen Carlson, MD, director of Women's Health Associates.

Speakers included: Isaac Schiff, MD, chief of the MGH Vincent OB/GYN Service, who discussed "What's New in Estrogen?;" Diane Heislein, PT, MS, OCS, of the MGH Department of Physical Therapy, who addressed "Exercise to Prevent Osteoporosis;" David M. Slovik, MD, of MGH Endocrinology and the Spaulding Rehabilitation Hospital, who presented "'Why Am I Shrinking?' Recent Advances in Osteoporosis Treatment and Evaluation;" and Jan L. Shifren, MD, MGH Vincent OB/GYN, who spoke about "Sexuality and Menopause." The Women's Health Symposium is held twice a year, and is open to all MGH patients. ●

MassGeneral Hospital for Children kicks off Children and HealthCare Week

Kids and families can shoot for the stars when MassGeneral Hospital for Children celebrates Children and HealthCare Week, April 23 to May 1. The annual Children's Health Fair April 26 will be set to the theme of "2001 HealthCare Odyssey," featuring a variety of fun, space-oriented displays. The entire week will be packed with interactive and educational activities for children and families. Other highlights of the weeklong series of events will include an art fair and the Family-Centered Care Awards.

Schedule of activities

April 23 to May 4 An art fair will be held throughout the day in the Main Corridor. Art designed by children from across the state, focusing on the theme "Who or What Keeps You Healthy and Safe?," will be on display. Employees, patients and visitors can vote for their favorite artwork in three age categories. Artwork should be brought to Ellison 17, room 1705, to be added to the festive display.

April 26 The annual Children's Health Fair, set to the theme "2001 HealthCare Odyssey," will be held from 9 am to 5 pm in the Bulfinch Tent. Sponsored by the FleetBoston Financial Foundation, the fair will include more than 60 interactive booths covering topics related to children's health and safety. Children of employees participating in Take Our Children to Work Day also will be attending the fair as part of their career education activities.

April 27 The Family-Centered Care Awards ceremony will be held at 1 pm in the Ellison 18 day room. Five awards will be presented, and all nominees will be recognized for their achievements. Refreshments will be served.

April 30 Hurt Alert Day will be held throughout the day, offering information for employees and parents on how to keep children pain-free while in and out of the hospital.

May 1 Multidisciplinary pediatric grand rounds will be held in the O'Keeffe Auditorium at noon. "Parenting a Child with Special Health Care Needs" will be presented by a panel of parents from the Family Advisory Committee. Lunch will be served.

For more information about Children and HealthCare Week, contact Mary Lou Kelleher, RN, at (617) 724-5720.

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MGH HOTLINE

WHAT'S HAPPENING

Palliative care seminar
The MGH Ethics in Clinical Practice Committee, the Palliative Care Service and the Center for Clinical and Professional Development for Patient Care Services will sponsor "A Different Kind of Care," May 4, from 8 to 11 am and noon to 3 pm in the O'Keeffe Auditorium. The program will address palliative care for patients and families. Participants will be awarded 3.6 contact hours. For more information, call (617) 726-3111.

Research job fair
The MGH will host the 4th annual Research Job Fair, April 27, from noon to 6 pm under the Bulfinch Tent. Participants are invited to discuss employment opportunities, current research projects, developments and breakthroughs. For more information, send e-mail to *gclimo@partners.org*.

IHP summer session
The MGH Institute of Health Professions (IHP) will offer Summer Session I, beginning May 7. Session II will begin June 4. Specific course offerings are available for clinical investigators, speech communication specialists, registered nurses and physical therapists. General courses for all students also are open. For more information and a complete list of courses, visit *http://www.mghihp.edu/faculty/index.html* or call (617) 726-3140.

Patient Care Services program
The MGH Center for Clinical and Professional Development for Patient Care Services will present "Care of the Respiratory Compromised Patient," April 30, from 8 am to 4:30 pm in the O'Keeffe Auditorium. Registered nurses, speech language pathologists and respiratory therapists participating will receive contact hours, and occupational therapists and physical therapists will receive a certificate of attendance. For more information, call (617) 726-3111.

Weight management class
MGH Nutrition Services will offer "Winning at the Losing Game," a 10-week weight management class, beginning April 24. The class will meet every Tuesday from 5:30 to 7:30 pm, and will include nutrition education, an exercise program and behavioral modification. The course fee is $240 ($225 for MGH employees) and is limited to 15 participants. For more information, call (617) 726-2779.

Respiratory Therapy open house
MGH Respiratory Therapy will host an open house, April 29, from noon to 3 pm at the Main Campus. Experienced therapists and new graduates are welcome. For more information or to submit a resume, call (617) 726-5593 or send e-mail to *jdupontleigh@partners.org*.

Breastfeeding seminar
The MGH Employee Assistance Program (EAP) will offer a two-part seminar on breastfeeding. Part I, "Nourishing Your Newborn," will be held April 26, from 1 to 2 pm in VBK 401, and May 3, from 1 to 2 pm in Larry Martin Conference Room A at CNY. For more information, contact the EAP at (617) 726-6976.

MGH Cancer Center DIALOGUE series

The Friends of the MGH Cancer Center will sponsor the next program in the DIALOGUE series: "There is Life After Cancer — It's Not Always Easy," April 25, from 5:30 to 7:30 pm in O'Keeffe Auditorium. Henry J. Mankin, MD, of MGH Orthopædic Oncology, will moderate the panel discussion on issues facing cancer patients after treatment. Refreshments will be served. For more information, contact the Cancer Center at (617) 726-5130.

IN GENERAL

John Belknap, director of Billing Compliance for the Massachusetts General Physicians Organization (MGPO), recently received the Best Practice Award from the Council of Ethical Organizations in Washington, DC. Belknap was recognized for his significant contribution to the outstanding quality of the MGPO Professional Billing Compliance Program.

Thomas P. Fitzpatrick, MD, of MGH Dermatology, recently was awarded a certificate of appreciation from the International League of Dermatology. Fitzpatrick was recognized for his commitment to academic dermatology and for his scientific contributions.

Sheila Davis, of the MGH Infectious Disease Unit, received the 2001 Vision Award from Positive Directions in Boston. Positive Directions is a nonprofit human services organization dedicated to improving the quality of life of people living with HIV or AIDS. Davis was recognized for her outstanding achievements in helping those living with HIV and AIDS.

James H. Herndon, MD, chief of Partners Orthopædics, was named second vice president of the American Academy of Orthopædic Surgeons at the organization's 68th annual meeting in San Francisco.

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by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
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April 27, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Recognizing excellence with Pam Ellis Memorial Secretarial award

Sharon Fiumara greets many visitors every day in the WACC at the busy MGH Cardiology practice where she works. But last week, Fiumara got a surprise visit from none other than Jeff Davis, senior vice president for Human Resources, who dropped by to deliver some good news: Fiumara is the recipient of this year's Pam Ellis Memorial Secretarial award.

"I was so surprised to hear the news," says Fiumara. "My first reaction was, 'Wow, they selected me?' I was thrilled."

The award, which is given every year to a support staff member in recognition of National Secretary's Day, was named for Pamela Ellis, an executive secretary at the MGH, who died in October 1996 at the age of 31. Ellis was known for her outstanding performance and work values, and the $1,000 award was established in 1997 to honor employees who exhibit similar qualities in their work.

Fiumara was nominated for the award by her supervisor, MGH cardiologist James McFarland, MD. He sang her praises in his nomination, saying that she single-handedly runs his busy office, juggling many responsibilities while always remaining pleasant and helpful to patients and colleagues. "My own practice would be totally lost without her assistance," he writes in the nomination. "I think she is terrific in everything that she does, and she also is very

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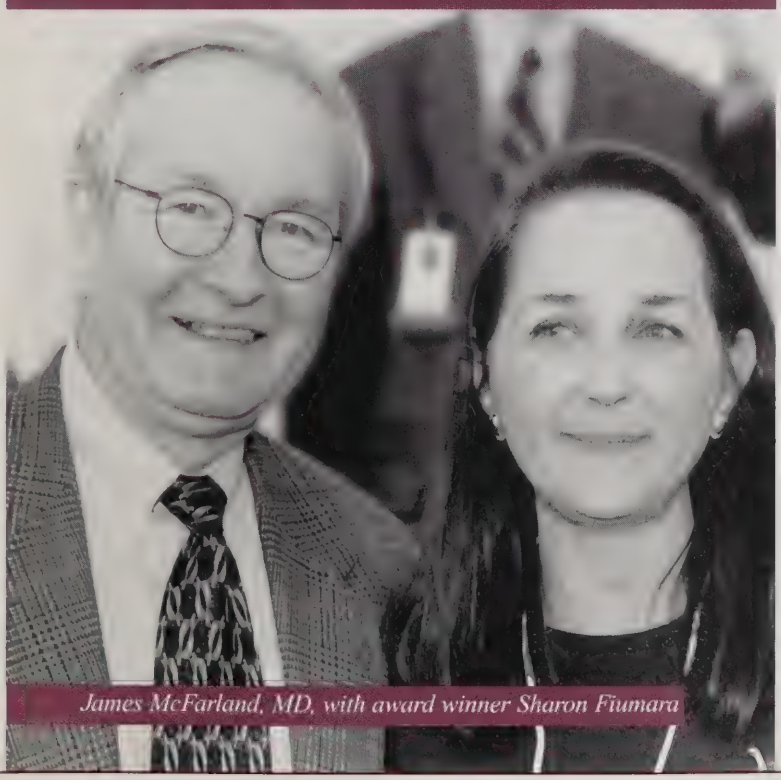


James McFarland, MD, with award winner Sharon Fiumara

Quality and safety at the MGH

Last fall, MGH leadership announced the establishment of a new hospitalwide program to help coordinate the many quality and safety efforts at the MGH. The new Quality and Safety Program was launched to incorporate several initiatives already in practice and provide an enhanced management structure. A collaborative effort between the MGH and the Massachusetts General Physicians Organization (MGPO), the program focuses on providing leadership and support to quality-related endeavors, as well as improved communications among these efforts.

The responsibility for the Quality and Safety Program has risen to the top of the MGH organizational chart with the establishment of a trustee-level Quality of Care Committee. Reporting to this committee is a new Quality Oversight Committee, which is chaired by Brit Nicholson, MD, chief medical officer, and Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse.

The working arm of this new structure is the Office of Quality and Safety (OQS), which serves as a central resource for all related hospital initiatives and issues. The OQS staff will work in tandem with such committees as the Patient Care Assessment Committee, Medical Policy Committee and Safety Committee, as well as quality-based department programs.

The OQS is led by Joan Fitzmaurice, RN, PhD, of Patient Care Services, and Cy Hopkins, MD, of the Department of Medicine, who are the directors of the office, along with Elizabeth Mort, MD, of the Decision Support Unit, who is the co-director. Honor Keegan, RN, Tricia Lemon, RN, and Linda Devaux are support staff of the OQS.

Since the inauguration of the OQS in January, the office has set goals and is working on several new initiatives. The goals of the OQS are to integrate and coordinate all quality improvement and patient safety activities; ensure that processes and policies are in place to optimize safety measures; monitor and analyze hospital performance and progress; and provide training for clinical and support staff to assist in these activities.

"Quality embraces every aspect of this institution — from our operational efficiency to our bedside care," says Hopkins. "It is a monumental effort to coordinate all of the important work being done throughout the hospital and the MGPO to ensure the highest quality of

(Continued on Page 2)

— Quality and safety

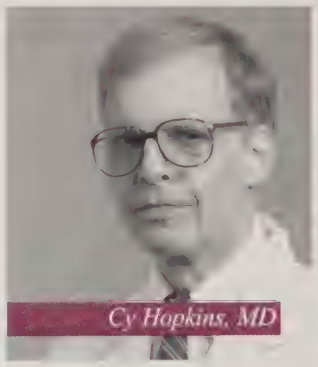
(Continued from Page 1)

patient care and to create an environment of thoughtful safety practices. The work of this office will help ensure that commitment to quality and safety is part of the very fabric of this hospital."

Joan Fitzmaurice, RN, PhD

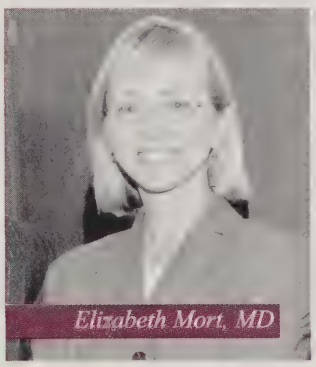
The OQS staff have already begun work to strengthen the current structure of quality review systems, develop a new nonretaliation incident reporting policy and facilitate a better tracking mechanism for incident report follow-up. The OQS also is developing a hospitalwide quality assessment tool (also called a "quality dashboard") and plans to coordinate reporting needs regarding quality improvement efforts.

"The quality of an organization involves more than just doing the right thing; it also means evaluating whether we are doing the right thing well," says Fitzmaurice. "Through systematically evaluating our effectiveness, our overall safety, our efficiency and continuity, this office can improve the flow of communication throughout the hospital about how well we truly are doing."



Cy Hopkins, MD

Mort adds that focusing on the quality of hospital services is nothing new to the MGH. "The MGH has long been committed to providing a high standard of care and to improving the quality and safety of its services," she says. "For many years, the hospital has had programs and committees in place to evaluate effectiveness. The establishment of this office will help refocus our efforts in a coordinated way, and is one more milestone in a long history of living up to the highest standards of excellence in patient care."



Elizabeth Mort, MD

For more information about the OQS, call (617) 726-9282. ●

— Recognizing excellence

(Continued from Page 1)

helpful to her coworkers. I support her for this award without reservation."

Fiumara has worked for McFarland for 19 years, and says she has loved every minute of it. "This is the best job I've ever had, and he is the best boss I've ever had," she says. "I don't mind working hard at a job that I really enjoy. I particularly like working directly with patients. Sometimes they are very sick and frightened about what is happening to them, so if I can at least bring a smile to their faces, then my job is satisfying."

Fiumara received the award at a special ceremony April 25 under the Bulfinch Tent. The other 62 nominees for the award also were recognized for their outstanding contributions to the MGH. ●

First MGH spine tumor lecture

The MGH Spine Tumor Center hosted the first Brian D. Silber Lectureship April 5, featuring guest speaker Fred J. Epstien, MD, founding director of the Institute for Neurology and Neurosurgery at the Beth Israel Medical Center in New York. The lecture was sponsored by the Brian D. Silber Memorial Fund, established in memory of Brian Silber, who died in 1996 at the age of 28 after a three-year battle with spinal cord cancer. The Silber Memorial Fund is supported by the annual Brian D. Silber Golf Tournament, which will be taking place this year at the Colonial Golf Club in Lynnfield July 18. For more information about the golf tournament, call Sharon and Jason Silber at (978) 535-4788.

MGH Spine Tumor Center staff with members of the Silber family and guest lecturer: from left, Lawrence Borges, MD; Karen Weissel (Brian Silber's sister); Fred Epstein, MD; Sharon and Jason Silber (Brian Silber's parents); Robert Martuza, MD; and John Henson, MD.

MGH and BWH top NIH research funding

For the seventh year in a row, the MGH has ranked first among independent hospitals in research funding from the National Institutes of Health (NIH). For 2000, the MGH received $180 million — an increase of $22 million from 1999. BWH ranked second with $162 million.

"The MGH continues to see a phenomenal expansion in its research efforts," says Ronald Newbower, PhD, Partners vice president for Research Management. "Our success in achieving major grant support from the NIH and other sources is a testament to the excellence and critical nature of the research work our faculty conducts."

Dana-Farber Cancer Institute, with whom Partners has a joint venture in adult cancer care, ranked third among hospitals, and McLean Hospital ranked 15th, the second highest among psychiatric hospitals.

If all Partners-affiliated hospitals, including Spaulding Rehabilitation Hospital, were regarded as a single research center, the grand total of $361 million would be second nationwide only to Johns Hopkins University, which includes a number of hospitals along with its medical school.

All of the top five independent hospitals are Boston institutions affiliated with Harvard Medical School.

A chronicle of compassion: Hospice movement founder visits the MGH

She has traveled the globe on a journey of healing and hope, sharing her wisdom with such prominent world leaders as the Queen of England and Pope John Paul II. More important, she brings her insight to those who face death and the caregivers charged with making their last moments peaceful and painless. On April 20, Dame Cicely Saunders, OM, DBE, FRCP, FRCN — considered the founder of the modern hospice movement — shared her experiences with a crowd of MGHers, members of the MGH Institute of Health Professions and other Massachusetts hospice professionals gathered in the Shriners Burns Hospital auditorium.

Saunders' presentation — sponsored by the Institute, the MGH Center for Clinical and Professional Development, Harvard Medical School Palliative Care Center, Hospice of the North Shore and the New England AIDS Education and Training Center — incorporated a wide spectrum of personal anecdotes, reflections and insights into the complex mission of bringing quality care to the terminally ill. Four Institute nursing students and a professional cellist opened the program with a musical, theatrical and literary tribute to Saunders, based upon their own experiences in caring for the dying.

Ann W. Caldwell, president of the Institute, reminded the audience that Saunders "has made a new path to follow in caring for people when they are most in need."

In her presentation, Saunders noted a historical tendency to "focus intently on caring for the ill while ignoring the plight of the dying." It was this tendency — along with the influence of a patient who left her 500 British pounds and a lesson about the importance of openness in caring for the dying — that prompted Saunders to establish St. Christopher's Hospice in London in 1967. Her visit to Yale University during the same year is widely viewed as having accelerated the spread of the hospice movement in the United States. Saunders previously had trained as a nurse during World War II, studied philosophy and social sciences at Oxford and later earned certification as a British physician.

Saunders explained that care for the dying is defined "not by the drugs that caregivers use, but in the way that they use them." Urging hospice workers to treat their patients' pain on an emotional as well as physical level, she offered a poignant reminder: "We must not give up fighting for what is right. We must concern ourselves with giving patients what they want and deserve — a good death."

Dame Cicely Saunders with Andrew Billings, MD, director of MGH Palliative Care Services

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MGH HOTLINE

WHAT'S HAPPENING

Clinical Research Program seminar series
The MGH Clinical Research Program (CRP) will sponsor a seminar series about reading and interpreting clinical research literature, May 16, 11:45 am to 1 pm in the Wellman Conference Room. Gary Curhan, MD, of MGH Medicine and director of the CRP Educational Unit, will moderate the presentation, and lunch will be served. Participating registered nurses will receive 1.2 CEUs. For more information or to RSVP, call (617) 726-1669.

Nurse Recognition 2001
The MGH will celebrate Nurse Recognition 2001, May 6 to 18, with a variety of events. Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, will present "Defining the Future of Nursing — It's Up to Us," May 10, 1:30 to 2:30 pm in the O'Keeffe Auditorium, followed by a staff nurse reception in the Trustees Room on Bulfinch 2. An "Ask the Associate Chiefs" panel will be held May 15, 1:30 to 2:30 pm in the O'Keeffe Auditorium. The Center for Clinical and Professional Development will sponsor a program about the culturally competent care curriculum, May 16, 8 am to 4:30 pm at 105 Charles River Plaza. For more information and a full list of events, visit *http://pcs.mgh.harvard.edu.*

2001 Susan and Arthur Durante Award presentation
MGH employees, friends, family and patients are invited to attend the annual Susan and Arthur Durante Award ceremony, May 1, at 3 pm in the O'Keeffe Auditorium. This year's award recipients will be announced and honored, and a reception will follow on Blake 1. For more information, contact Rosemary Chinetti at (617) 724-3118 or send e-mail to *rchinetti@partners.org.*

Palliative care program
The MGH Ethics in Clinical Practice Committee, Palliative Care Service and the Center for Clinical and Professional Development will present "A Different Kind of Care — Palliative Care on the Front Line," May 4, from 8 to 11 am and noon to 3 pm in the O'Keeffe Auditorium. Participants will receive 3.6 contact hours. The program is the second in a four-part series on life stages. For more information or to register, call (617) 726-3111.

MGH Institute of Health Professions Research Day
The MGH Institute of Health Professions will host Research Day, May 3, from 8:30 am to 4 pm at 101 Merrimac St. The event will feature student projects and presentations in physical therapy, speech-language pathology, nursing and clinical investigation. For more information, contact the Institute at (617) 726-2947.

Nursing Research Day poster session
The MGH Nursing Research Committee is requesting research and research utilization projects conducted by MGH nurses. Nurses are invited to share their projects as oral presentations on Research Day, May 9, or to share posters for the annual Nursing Research Poster Presentation during Nurse Recognition 2001, May 6 to 18. The committee will offer graphic arts assistance to interested participants. For more information, contact Karen Hopcia at (617) 724-3909 or Susan Jaster at (617) 724-5001.

Charlestown Healthy Heart Day
The MGH Charlestown HealthCare Center will sponsor its annual health fair in observance of Charlestown Healthy Heart Day, May 3, from noon to 5 pm at the Johnnies Foodmaster in the Bunker Hill Mall, Charlestown. The fair will focus on heightening community awareness of healthy lifestyle improvements, and will feature a raffle, free screenings, information displays and food samples. For more information, call (617) 724-2074.

AMMP spring soirée
The Association of Multicultural Members of Partners (AMMP) will host a spring soirée, May 4, from 5 to 9 pm at the Holiday Inn, 5 Blossom St. The event will feature dinner and entertainment. All employees are invited to attend. For more information, contact (617) 724-5747.

IN GENERAL

Joop M. Grevelink, MD, PhD, of MGH Dermatology, was elected program chairman for the American Society for Laser Surgery and Medicine during the organization's annual meeting in New Orleans.

Several MGH Echo Lab physicians recently received recognition from the American College of Cardiology (ACC) and the American Society of Echocardiography (ASE). **Eric Isselbacher, MD,** received the W. Proctor Harvey Young Teacher Award of the ACC. **Arthur Weyman, MD,** was presented with the ACC Gifted Teacher Award. **Danita Yoerger, MD,** and **Ronen Beeri, MD,** received two of the three fellowship grants awarded by the ASE. **Marielle Scherrer-Crosbie, MD,** and **Judy Hung, MD,** were chosen as finalists for the ASE Young Investigator Award.

Nancy A. Rigotti, MD, of MGH Women's Health Associates and director of the MGH Tobacco Research and Treatment Center, was selected as the moderator of Harvard University's Institute of Politics (IOP) Forum at the John F. Kennedy School of Government April 16.

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May 4, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Marathon Monday tragedy has happy ending

Boston police officer Daniel Drew, 52, was in the right place at the right time when the worst possible event happened. He was working detail duty at the Boston Marathon April 16 when he suffered a severe heart attack that almost took his life. Fortunately, the marathon was well-staffed with emergency medical personnel along the sidelines. That fact worked in Drew's favor.

Two paramedics on bike patrol saw Drew pass out and rushed to his aid. They found no pulse and immediately used a defibrillator from a Department of Health and Hospitals vehicle, which was parked nearby. After using the defibrillator to administer one "shock," the paramedics performed further CPR until Drew was revived.

He was transported to the MGH, where he was stabilized and evaluated by Emergency Department staff and then sent to the Cardiac Catheterization Laboratory. Cardiac catheterization involves guiding a catheter through a main artery in the leg up to the heart to obtain images of blood flow and heart function. Based on the catheterization, Jennifer Walker, MD, the cardiac surgeon on duty that day, could see that two of Drew's main arteries were blocked. He underwent emergency coronary bypass surgery that night and went on to have a smooth recovery. Drew was discharged April 21 to continue his recovery at home.

"Officer Drew's successful recovery is an outstanding

(Continued on Page 2)

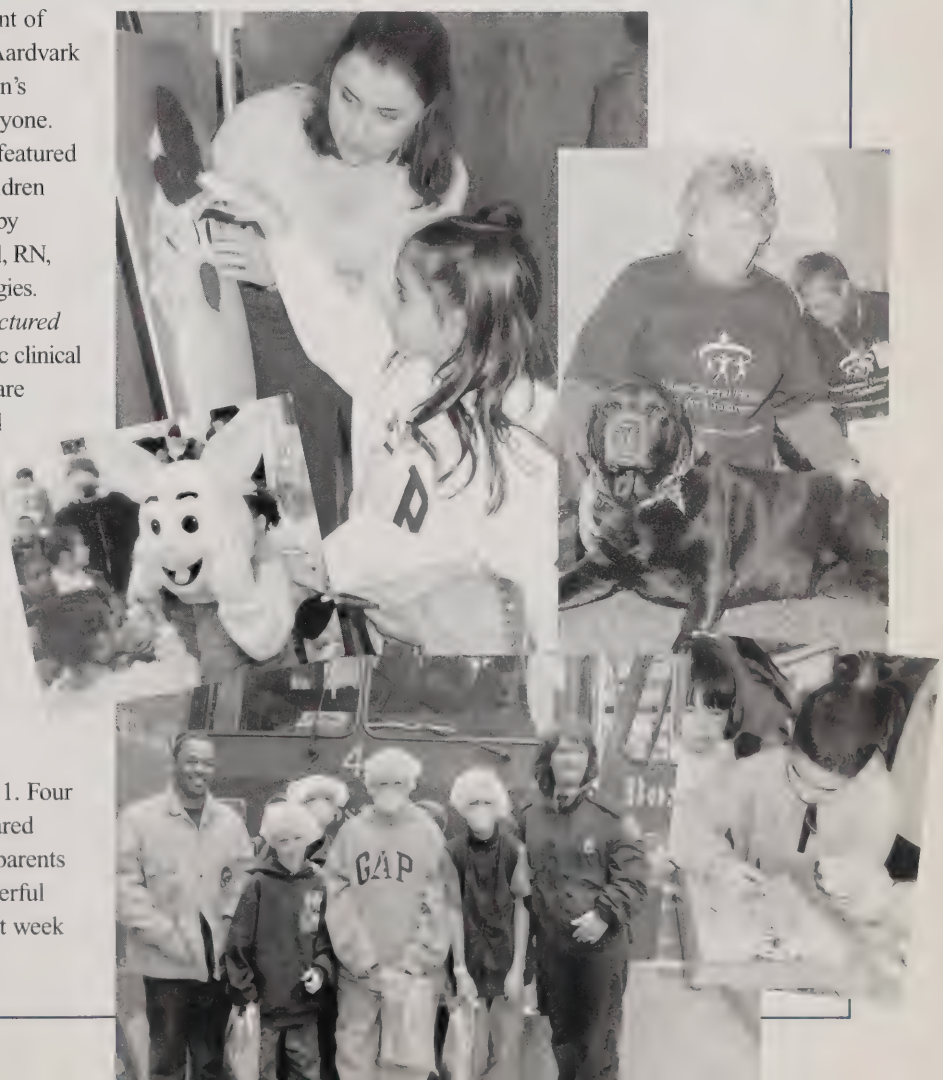
From art to aardvarks, Children and HealthCare Week makes learning fun

It was a week that featured a colorful assortment of facts, fun and formidable crowds. From Arthur the Aardvark to Lucky the Whale, MassGeneral Hospital for Children's Children and HealthCare Week had something for everyone.

The weeklong celebration, held April 24 to May 1, featured such events as an Art Fair — showcasing the art of children from across the state — and Hurt Alert Day. Presented by clinical staff nurses Julie Goldman, RN, and Susan Warchal, RN, Hurt Alert Day explored pediatric pain management strategies.

The week's highlight was the annual Health Fair *(pictured at right)* April 26, which Mary Lou Kelleher, RN, pediatric clinical nurse specialist and organizer of Children and HealthCare Week, describes as "just terrific." MassGeneral Hospital for Children employees, community members and friends staffed more than 50 interactive booths and displays, offering visiting children a glimpse of topics ranging from surgical procedures to fire safety. "The fair exceeded our greatest expectations," says Kelleher. "The booths seem to get better and better each year." Among the fair's guests were "Arthur the Aardvark" series creator Marc Brown and Lucky the Whale from the New England Aquarium.

Children and HealthCare Week culminated with a multidisciplinary pediatric Grand Rounds session May 1. Four members of the MGH Family Advisory Committee shared their experiences raising chronically ill children. "The parents who spoke were outstanding, and we've received wonderful feedback," says Kelleher. "It was a fitting end to a great week for the children and for all of us at the MGH." ●



Clockwise from top, children visit MGH Back Bay, Mariam Saghbini in mask and Amber O'Connell (left) with Celeste Peters in the WACC Lobby.

Trading schoolyards for timecards

Visitors passing through the MGH April 26 may have had to pause abruptly for a double take. Across the main campus and CNY, tiny hands and big grins were hard at work as more than 200 children of MGH employees participated in Take Our Children To Work Day. Kids had the chance to sample the cuisine of the Eat Street Café, tour the hospital and pay a visit to the Children's Health Fair on the Bulfinch lawn. Though the children weren't able to bring home paychecks, they were given certificates in the Ether Dome to remember their experience.

Job web site a wealth of opportunities

The MGH has unveiled a newly designed job search web site. Focusing on the goal of recruiting qualified job candidates, the site allows prospective and current employees to access a comprehensive list of available positions and related information. The site also lists current and upcoming open houses, fairs and other career events. Candidates can search a "featured jobs" section, comprised of special listings of positions seen in recent newspapers and other ads. Efforts to enhance the site and its search engine are continuing. For more information, visit the MGH job web site at *http://www.massgeneral.org/jobs.*

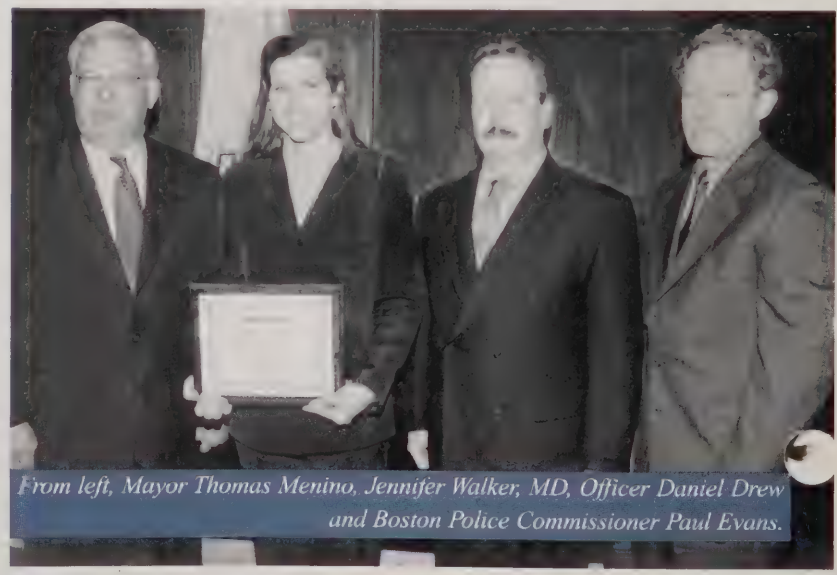
— Marathon Monday tragedy has happy ending

(Continued from Page 1)

example of teamwork, from the officers and paramedics in the field to the doctors and nurses at the hospital," says Walker. "It was great to see Officer Drew walk out of the hospital with his family expecting a full recovery."

The entire MGH cardiac team, along with the paramedics who came to Dr[illegible] rescue, was honored at a special ceremony with Boston Mayor Thomas Menino at City Hall April 26. Walker was on hand to receive the award. The ceremony gave Drew an opportunity to say "thank you" to everyone who helped save his life that day.

"He is one lucky guy," says Charles McCabe, MD, associate chief of MGH Emergency Services, who was on duty the day Drew was admitted. "When an individual suffers from the kind of cardiac arrest that Officer Drew encountered, there usually is a window of only 4 to 6 minutes to make a difference by administering defibrillation. Everything worked like clockwork that day to save his life."



From left, Mayor Thomas Menino, Jennifer Walker, MD, Officer Daniel Drew and Boston Police Commissioner Paul Evans.

MGH collaborates with BWH and Children's Hospital researchers in pediatric medication error study

A six-week study collaboration among researchers at the MGH, BWH and Children's Hospital Boston found that serious medication errors occurred with pediatric patients three times more often than with adult patients — even though the preventable rate between pediatric and adult academic medical hospitals is similar.

The study, which was published in the April 25 issue of the *Journal of the American Medical Association*, found that the way drugs are packaged by the pharmaceutical industry makes pediatric drug dispensing particularly prone to errors. Most medications are packaged in adult doses and/or at adult strengths. Physicians, nurses and pharmacists caring for children must calculate and prepare dosages for patients ranging from the tiniest premature babies to toddlers, school-age children, teens and sometimes adults. This creates opportunities for error that do not arise in adult patient settings. These errors also are more likely to cause adverse outcomes because smaller patients are less able to tolerate dosage errors.

The study used data collected at MassGeneral Hospital for Children and Children's Hospital Boston from medical and surgical units, pediatric intensive care units and a neonatal intensive care unit. A multidisciplinary team identified incidents by soliciting reports from house staff, nurses and pharmacists, and from daily medication order sheets, medication administration records and chart review. Incidents were classified as medication errors, potential adverse drug events (ADEs) or actual ADEs. The incidents were rated on severity and attribution (whether the event was caused by the drug) by two independent reviewers.

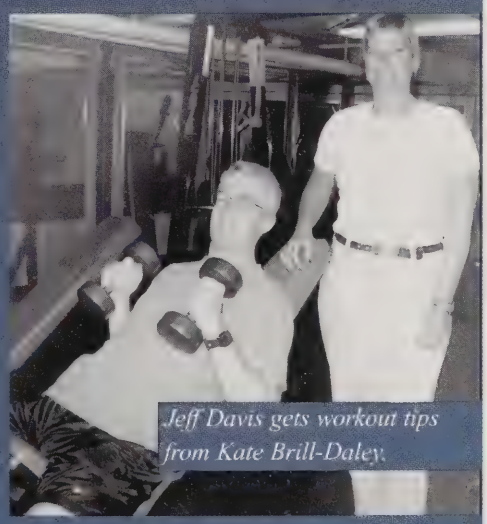
The study's authors found that most of the errors occurred at the point of physician ordering and were most commonly dosing errors. Other error-causing factors included route of administration, transcription and documentation into the medication administration record, date and frequency of administration. The authors suggest that the majority of potential and preventable ADEs in this study could have been prevented by computerized order entry with clinical decision support (drug-allergy checks, drug-dose checks and drug-drug interaction checks). In addition, they also identified the assignment of full-time, ward-based pharmacists as an effective error prevention strategy.

Members of the study group included Rainu Kaushal, MD, MPH, of BWH, who led the study, with Margaret Clapp, RPh, of MGH Pharmacy; David W. Bates, MD, of BWH; and Christopher Landrigan, MD, MPH; Frank Federico, RPh; Kathryn McKenna; and Donald Goldmann, MD, all of Children's Hospital. The study was supported by the Harvard Risk Management Foundation. ●

MGH acquires rights to local health club

MGH employees are in the business of keeping others healthy, and soon they can stay fit and healthy themselves with the convenience of the Charles River Park Health and Fitness, Pool and Cabana Club, located just behind the hospital near Whittier Place. The MGH acquired the rights to the facility — known as The Clubs at Charles River Park — May 1.

After a few repairs and renovations set to take place in the next few months, The Clubs will be offered as a health and fitness benefit to MGH employees who wish to join. The hospital also plans to continue operating The Clubs as a commercial facility for the residents of Charles River Park and the surrounding community.



Jeff Davis gets workout tips from Kate Brill-Daley.

"Because of the convenient location of the club, the facility will offer a wonderful health option for hospital employees," says Jeff Davis, senior vice president for Human Resources. "And we plan to make renovations that will improve and enlarge the club, so that even more employees and members of the community can enjoy the club's quality services."

The facility is a full-service fitness center that includes an indoor and outdoor pool, cabana, locker rooms, saunas, steam rooms, a wide range of exercise equipment and an outdoor café open during the summer months. The Clubs also offer various classes ranging from yoga and low-impact aerobics to high-intensity step aerobics and spinning classes.

"Our vision is to have a community of wellness," says Kate Brill-Daley, manager of The Clubs. "We feel this is a perfect union between the Charles River Park community and the MGH."

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MGH HOTLINE

WHAT'S HAPPENING

MGH Revere road race and health fair
The MGH Revere HealthCare Center will hold its fourth annual road race May 12, at 8:30 am along Revere Beach. Registration will begin at 7:15 am for the 5-mile race and the first 100 runners will receive free T-shirts. All proceeds will benefit the MGH Revere Teen Center. The center also will host a "fun run" for kids under 12 at 9:30 am, as well as a health fair with screenings, raffles and entertainment from 8 to 11 am. For more information or to obtain a race application, call Bernice MacIntyre at (781) 485-6062.

AMMP scholarships
The Association of Multicultural Members of Partners (AMMP) now is accepting applications for the 2001 AMMP scholarships. All Partners minority employees, in good standing and employed for at least one year, are eligible to receive up to $1,000. Applicants must be accepted into part-time or full-time programs of study and should be willing to commit at least 20 hours of service to AMMP if chosen as scholarship recipients. All applications must be received by June 15. For more information or to obtain an application, contact Angela Gee at (617) 726-5343.

Women's health celebration
"Celebrating Women: A Vibrant, Healthy Lifestyle" will be held May 17, from 5:30 to 9 pm at Beachmont School, 15 Everard St. in Revere. The event is presented by the MGH Back Bay, Charlestown, Chelsea, Everett and Revere HealthCare Centers, and is sponsored by MGH Community Health Associates (CHA), the MGH Quit Smoking Service, MGH Community Benefits, the East Boston Neighborhood Health Center, the Massachusetts Prevention Center, the Massachusetts Tobacco Control Program, North End Community Health Center, Revere CARES, Revere Public Schools and the Revere Board of Health. Featured speakers will include Mallika Marshall, MD, of the MGH Chelsea HealthCare Center and a WBZ-TV Channel 4 medical consultant; Nancy Rigotti, MD, director of the MGH Tobacco Research and Treatment Center, who will discuss "Benefits of a Smoke-Free Life;" and Kathryn Teng, MD, of the MGH Revere HealthCare Center. The celebration also will feature free screenings, raffles and contests. For more information, call (781) 485-6400.

Infertility seminar
The MGH Employee Assistance Program (EAP) will sponsor "Surviving Infertility," a presentation and counseling session for individuals and couples struggling with infertility, May 10, noon to 1 pm in the Wellman Conference Room. Carol Frost Vercollone, LICSW, an infertility counselor, will discuss methods of coping with impaired fertility. For more information, contact the EAP at (617) 726-6976.

Job Shadow Day
The MGH/Timilty Partnership will participate in the City of Boston's third annual Middle School Job Shadow Day, May 22, from 9 am to 1:30 pm. MGH employees are encouraged to host seventh grade students from the James P. Timilty Middle School. Employees interested in hosting a student at their work site should contact the Partnership by May 10 at (617) 724-3210.

MGH Cancer Center's HOPES Program events
The MGH Cancer Center's HOPES (Helping Our Patients and Families through Education and Support) Program will offer several events and seminars this month."The Cancer Center By Foot: A Walking Tour of the MGH Cancer Center" will be held May 7, noon to 1 pm. Expressive arts therapist Elizabeth Cook will present "The Healing Power of Creative Expressions," May 8, 15 and 22, from 1 to 2 pm. Jill Oravitz, RD, of MGH Nutrition and Food Services, will discuss "Food Myths and Cancer," May 9, from 1 to 1:30 pm. Cancer survivor Ron Plamondon and Joan Gallagher, EsD, RNCS, AOCN, of MGH Patient Care Services, will facilitate "What If My Cancer Comes Back? Dealing With Fears of Recurrence," May 9, from noon to 1 pm. Instructor Luba Zagachin will hold a yoga class, May 10, from noon to 1 pm. Regina Holdstock, RPh, of MGH Oncology Pharmacy, will present "Sensible Sun Protection," May 11, from noon to 12:30 pm. All events will be held in the Cancer Resource Room on Cox 1. For more information, call the HOPES Program at (617) 72-HOPES.

Skin cancer screening
The MGH Department of Dermatology Surgery will offer a free skin cancer screening, May 15, from 5 to 7 pm in WACC 481. Screenings will be held by appointment only and are open to all MGH employees and members of the public. For more information or to make an appointment, call (617) 726-1869.

Family violence forum
The MGH Ethics Task Force will sponsor "Family Violence: Who Protects the Child?" May 9, from 5 to 6 pm in the Walcott 2 Conference Rooms, WACC. Panelists will include members of the MGH Child Protection Team and the HAVEN (Hospitals Helping Abuse and Violence End Now) program. Refreshments will be served prior to the discussion. For more information, contact (617) 724-4136.

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Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
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May 11, 2001

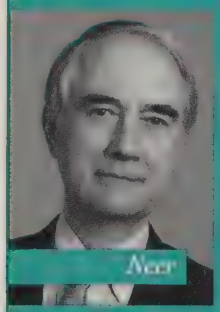
MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

MGH study reveals potential new osteoporosis therapy

A substance secreted by four tiny glands in the neck could provide the most powerful treatment to date for osteoporosis, the bone-eroding disease that currently affects millions of Americans. In the May 10 issue of the *New England Journal of Medicine,* an MGH researcher working with scientists elsewhere reports that postmenopausal women with osteoporosis who took daily doses of human parathyroid hormone had significantly fewer spine and nonspine fractures. By promoting bone formation, the hormone also significantly increased bone density in their spines, hips and total bodies.


Neer

"The key to parathyroid hormone's fracture-thwarting powers is that it stimulates bone formation dramatically — it doubles the normal rate," says Robert Neer, MD, director of the Osteoporosis Center at the MGH. Neer was the principal investigator in the international clinical trial sponsored by Eli Lilly and Company.

Currently available osteoporosis treatments slow bone resorption and bone loss. In contrast to these anti-resorption drugs, parathyroid hormone promotes bone formation. The study showed that after 21 months, the women taking parathyroid hormone had up to 13 percent more bone in their spine than those taking placebos. The average increase in bone for women taking currently available drugs is 9 percent or less, after two to three years of treatment.

The effect can be illustrated by a half-filled glass of water with a hole in the bottom. Current drugs concentrate on slowing the leak, but parathyroid hormone acts by replenishing the water at a greater rate than is lost through the leak.

In the study, 1,637 postmenopausal women with osteoporosis were placed on one of three regimens: placebo, 20 or 40 micrograms of parathyroid hormone injected each day.

"Parathyroid hormone reduces the percentage of women with osteoporosis who develop a new vertebral fracture by 65 and 69 percent. No other drug has reduced it more than 40 to 50 percent," says Neer. The hormone lowered a woman's risk of developing multiple spinal fractures even more strikingly — by 77 and 86 percent — and it also reduced the risk of nonspine fractures by 35 and 40 percent.

For more information about osteoporosis and this study, visit *www.MGH.harvard.edu.*

MAO staff: back row, from left, Olson, Williams and Turner. Front row, Beal, Gonzalez, Reid and newcomer Joseph Betancourt, MD, MPH

Attracting the best of the best: Recruiting minority residents

On March 22, Erica Marsh was one of thousands of medical students who anxiously ripped into envelopes that sealed their futures. It was on this day — referred to as Match Day when medical students are "matched" with academic medical centers for training — that Marsh learned that her first four years of training as a doctor would be with the joint MGH and BWH Obstetrics and Gynecology Program. She was thrilled. It was also on this day that Marsh joined a smaller group — new residents who are underrepresented minorities.

A growing problem that Boston-area hospitals face is that many minority medical school graduates are recruited to other parts of the country to do their training, and they then go on to become practicing physicians and senior faculty in those geographical areas. As a result, recruiting minority medical school graduates has become a priority for the MGH. Leading the charge is the president of the hospital, James J. Mongan, MD, and the recently expanded staff of the MGH Multicultural Affairs Office (MAO). In fact, MAO now has full-time, onsite staff dedicated to this task, thanks to the recruitment of Elena Olson as program manager and Shairi Turner as manager of Trainee Affairs.

Marsh is no stranger to either. She met Mongan when she had an informal internship with him in 1999. She had her first encounter with the MAO in 1996 when she participated in the MAO Summer Research Trainee Program, which exposes minority students to biomedical research and clinical medicine. Those two experiences — along with the reputation of the training program and her relationship with two of her mentors, Janet Hall, MD, and William F. Crowley, MD, both of the MGH Reproductive Endocrine Unit — are what helped persuade Marsh to rank the MGH/BWH program highly on her match list.

(Continued on Page 2)

— Attracting the best of the best: Recruiting minority residents

(Continued from Page 1)

It may not surprise many that Marsh would select the MGH. After all, the hospital has an internationally renowned training program that many medical students — past, present and future — seek as their ideal training ground for becoming established physicians.

Win Williams, MD, and Erica Marsh at Mongan's annual reception for new minority house staff last year.

But for minority candidates, the MGH hasn't always been an optimal choice.

According to Win Williams, MD, director of the MAO, the MGH has a reputation of sometimes being a cold and aloof place to train, especially for physicians of color. But the MAO staff, along with the support of MGH leadership and the hospitalwide Diversity Committee, are working to change that. "Our goal is to help make minority candidates feel welcomed here and to work with MGH departments to help recruit top-notch minority candidates," he says.

In fact, Williams and the MAO staff worked tirelessly in January and February — prime recruitment months when medical students interview at teaching institutions — to help MGH departments welcome minority candidates. For the first time in the MGH's history, the MAO staff offered recruitment assistance to all 20 residency training programs at the MGH, and provided various levels of customized assistance to departments, depending on their needs.

Williams, along with Turner and associate directors Anne Beal, MD; Ernesto Gonzalez, MD; and Andrea Reid, MD, all met individually with minority candidates to share not only information about what it is like to train and work at the MGH, but about what it is like to do so as a physician of color. The MAO staff met with more than 70 minority candidates and invited current minority residents and senior faculty to participate in recruitment dinners and conduct interviews to give further encouragement and insight to the candidates.

And when Match Day came, out of the 20 programs participating, four programs — Dermatology, Internal Medicine, Medicine/Pediatrics and Surgery — increased the number of minority residents selecting them. Although this was good news, 11 programs did not match any minority candidates. Despite these results, the MAO staff are encouraged by their efforts. Turner believes that the numbers do not tell a complete story.

"The candidates who interviewed at the MGH were very impressed by our [MAO's] involvement in the recruitment process," she says. "I personally received numerous e-mails from students stating that our office was unique in that no other hospital in the country made such an effort to recruit applicants of color."

Olson says: "We got the best of the best. Surgery and Medicine matched more minority residents this year than in previous years. In fact, the residency programs interviewed more minority applicants than ever before. This is only the beginning. We have more work to do, but with the continued commitment of the programs and the hospital leadership, we can do better next year."

And Williams says he believes that increasing the number of minority residents who train at the MGH is possible. "Recruiting minority residents doesn't mean changing any standards here at the MGH," he says. "We are championing excellence just as the MGH has done for decades. However, if we do nothing to recruit minority candidates, these bright and talented people will go elsewhere because they are being heavily recruited around the country."

Marsh acknowledges that there are not as many physicians of color on staff at the MGH as at some other hospitals across the country — a fact that she did consider as she was making her decision. But she also factored in the experiences that she had while doing her rotations at the MGH. "I was able to develop great relationships with physicians who didn't share the same race, but with whom I did share a passion for medicine, research and patient care," she says. "These common interests proved to be more than enough of a bridge to establish a good working relationship. And it is those relationships that were critical in my decision to rank the MGH/BWH pro highly."

According to Olson, the MAO has developed programs to help support minority medical students and residents with networking and mentorship opportunities. These programs include the Summer Research Trainee Program, the Hispanic Medical Student Mentorship Program, a minority house staff organization and outreach programs with Harvard Medical School (HMS).

Both Turner and Olson, based on feedback from residency applicants, emphasize that it is the relationship building and opportunities for mentorship that are key to the process.

"Attracting minority candidates is more than taking them out to dinner before Match Day," says Turner. "We as an institution need to develop relationships with minority medical students early on. Particularly with HMS students, we have an opportunity to do so during their rotations. They need to feel that there is a compelling reason to come here."

Olson adds, "Mentoring minority medical students is vital to the future — theirs and ours."

For more information about MAO progr call Olson at (617) 724-3831 or visit *http://www.mgh.harvard.edu/mao.*

Admitting and Registration Services: The first impression of the MGH

When patients come to the MGH, one of their first encounters usually is with a member of MGH Admitting and Registration Services. It is the Admitting Department staff who make sure the admission process runs smoothly for the more than 37,000 inpatient admissions and more than 1 million outpatient visits to the MGH each year.

But what many in the MGH community may not know is that Admitting also is responsible for a host of other services, such as bed placement, patient registration and patient financial counseling, to name just a few. Essentially, Admitting Services affects every department in the hospital, in addition to patients and their families.

"Our staff members are the front-line people," explains Nancy Connery, director of the 95-employee department. "But we also are the behind-the-scenes people. Many staff in the department perform 'patient invisible' functions to help support a smooth entry into the MGH."

Connery and her staff aim to educate the MGH community about all of the Admitting Department's services during MGH Admitting Week, May 14 to 18.

Admitting Services has many duties to juggle. Because of higher-than-usual volume at the hospital, one of the most challenging tasks is placing each MGH patient on a patient care unit that is clinically appropriate for his or her care. Admitting staff continuously work to improve the patient flow process and to help patients access the medical services they need.

Admitting staff members also work with patients to sort through some of the complicated aspects of their hospital stays, such as dealing with finances and filling out paperwork.

Members of Admitting's Financial Access Unit serve as liaisons between patients, physicians and payors to confirm insurance information, ensure that appropriate referrals are made and counsel patients about financial issues.

Admitting staff members in Registration Services help patients register, either by phone or in person, and update all patient demographic and insurance information in PCIS. Admitting staff members from Scheduling make all hospital admission appointments, including inpatient care, observation stays and same-day surgery.

Admitting Patient Interviewers work closely with patients to orient them to their hospital stay and pre-admission testing and to educate them about aspects of their care, such as health care proxies, benefits forms and any releases of medical information. Staff members at the Admitting Main Desk also serve as ambassadors, handling inquiries from patients, families and internal departments.

For more information, visit the Admitting table in the Main Corridor May 16. ●

Members of the Admitting Week planning committee

Remembering a legacy of kindness: MGHers honored with Durante Award

When long-time patient Arthur Durante, a beloved member of the MGH community, lost his battle with cancer last year, he left behind a legacy of compassion and excellence. The Susan and Arthur Durante Award for Exemplary Care and Service with Cancer Patients — created by Durante and his wife in 1999 — recognizes clinicians and support staff who have demonstrated exceptional caring in their work with cancer patients. On May 1, the 2001 award winners were announced and recognized at a ceremony in the O'Keeffe Auditorium, followed by a reception on Blake 1. Marie Elena Gioiella, MSW, LICSW, of MGH Social Services, was chosen as the clinical recipient, and Anne Brogan, of the Pediatric Radiation Oncology Department and Office for Women's Careers, was designated the support staff honoree.

Nancy J. Tarbell, MD, director of Pediatric Radiation Oncology and the Office for Women's Careers, introduced Brogan, highlighting her compassion and dedication to pediatric patients. Brogan has been an administrative assistant for Pediatric Radiation Oncology since 1998.

Evelyn E. Bonander, MSW, executive director of Social Services, went on to introduce Gioiella, who pioneered the O.C.E.A.N. (Ovarian Cancer Education and Awareness Network) group for oncology patients. Gioiella and Brogan each will receive $1,000 and will have their names engraved on a commemorative plaque in the Cox 1 lobby.

From left, Gioiella, Susan Durante and Brogan

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MGH HOTLINE

WHAT'S HAPPENING

School Age Vacation Club

The MGH Backup Child Care Center will offer a School Age Vacation Club, June 18 to 22, for employees' children from the age of kindergarten completion to 12 years old. Children will participate in such activities as a picnic on the Boston Common and a tour of the State House. Reservations will be taken only by phone, and a payment of $225 per child must be received by May 30. No part-time slots are available. For more information, contact the Backup Child Care Center at (617) 724-8414.

LSO concert

The Longwood Symphony Orchestra (LSO), "Boston's orchestra of medical professionals," will perform a Brahms concert, May 12, 8 pm at New England Conservatory's Jordan Hall. The concert will benefit LADDERS (Learning and Developmental Disabilities Evaluation and Rehabilitation Services), a multidisciplinary facility in Wellesley that treats children and adults with autism and other learning and developmental disabilities. For more information or to purchase tickets, contact the LSO at (617) 332-7011 or the Jordan Hall box office at (617) 536-2412.

MGH Cancer Center HOPES Program events

The MGH Cancer Center's HOPES (Healing Our Patients and Families through Education and Support) Program will offer several events and seminars this month. William F. Pirl, MD, of MGH Psychiatry, will present "Gay and Lesbian Issues In Coping With Cancer," May 15, from noon to 1 pm. Michael McElhinny, Oncology Chaplain, will moderate "Fear of Death: Spiritual Resources," May 21, noon to 1 pm. All events will be held in the Cancer Resource Room on Cox 1. For more information, call the HOPES Program at (617) 72-HOPES.

CNY Toastmasters club

MGH employees are invited to participate in the Ironsides Toastmasters Club, a bimonthly gathering for those interested in gaining experience as public speakers. The club meets in CNY Building 149, seventh floor auditorium, at noon on the second and fourth Tuesday of each month. For information, call Ellen Riley at (617) 788-4125 or send e-mail to *ironsidestm@hotmail.com.*

Nutritional research projects

The Clinical Nutrition Research Center now is accepting applications for new pilot/feasibility projects and currently funded one-year projects. All applications must be received by May 21. For more information or to obtain an application, call Suzzette McCarron at (617) 726-4166 or visit *http://hedwig. mgh.harvard.edu/cnrc.*

Quit Smoking Service evening session

The MGH Quit Smoking Service will hold its first evening group session May 23, 5:30 to 6:30 pm at 50 Staniford St., ninth floor. The group will meet for six sessions, and participants must pre-register. For more information or to register, call (617) 726-7443.

Paging Dr. Alan (Allen?)

The Hotline has a mystery to solve and could use the help of any MGHer who can double as an amateur sleuth. Anyone who was watching the ABC-TV show "Who Wants to be a Millionaire?" last week may have noticed that a physician from the MGH was called as a contestant's lifeline. Unfortunately, only the doctor's first name — Alan (Allen?) — was given, not his last name. The *Hotline* is trying to find this mystery doctor to give him credit for getting the answer right. If any MGHer knows who Dr. Alan (Allen) is, send an e-mail to *vbrady@partners.org.*

Durant receives Moakley Award

Thomas Durant, MD, of MGH Administration, is the 2001 recipient of the John Joseph Moakley Award for Distinguished Public Service. The award was presented April 23 by the John W. McCormack Institute of Public Affairs, the John F. Kennedy Library and Museum and the University of Massachusetts Boston. The award, whose first recipient was Congressman Joe Moakley of Massachusetts, was established to honor individuals who have made outstanding contributions to the public life and welfare of the state, the nation and the world.

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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
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May 18, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Leadership meeting offers update on hospital financial performance and other activities

The hospital has had a strong financial performance in the first six months of this fiscal year, despite a slight lag behind budgeted targets, senior management reported at a leadership meeting May 16. Efforts are under way to better manage hospital capacity by opening more available beds and further reducing length of stay to address the increasingly high patient volume.

According to Sally Mason Boemer, vice president of MGH Finance, although the operating gain and hospital volume are behind budget, the financial standings are positive. The operating gain for the first two quarters of FY 2001 is nearly $2 million behind budget and $3.5 million behind last year's performance. Volume also lagged behind the budgeted target but exceeds last year by 2.8 percent. The revised financial forecast for the remainder of the year is expected to be 3 percent ahead of last year's performance.

> **"THERE IS A MIX OF GOOD NEWS HERE ... HOWEVER, THE CHALLENGES NEVER SEEM TO END."**
>
> **— JAMES J. MONGAN, MD**

Length of stay (LOS) crept up to nearly 6.0 days, which is 0.11 days above budget and .04 days longer than last year. However, several initiatives launched by the Clinical Performance Management program aim to improve patient flow and further reduce LOS.

Katie Hope, budget director for Finance, reported that the hospital's revenue is on target despite volume being behind budget. Relief from the Balanced Budget Act and negotiations with insurers contributed to favorable patient revenue. A 9 percent increase in research revenue also was a factor in the overall positive revenue results.

Expenses continue to be a challenge,

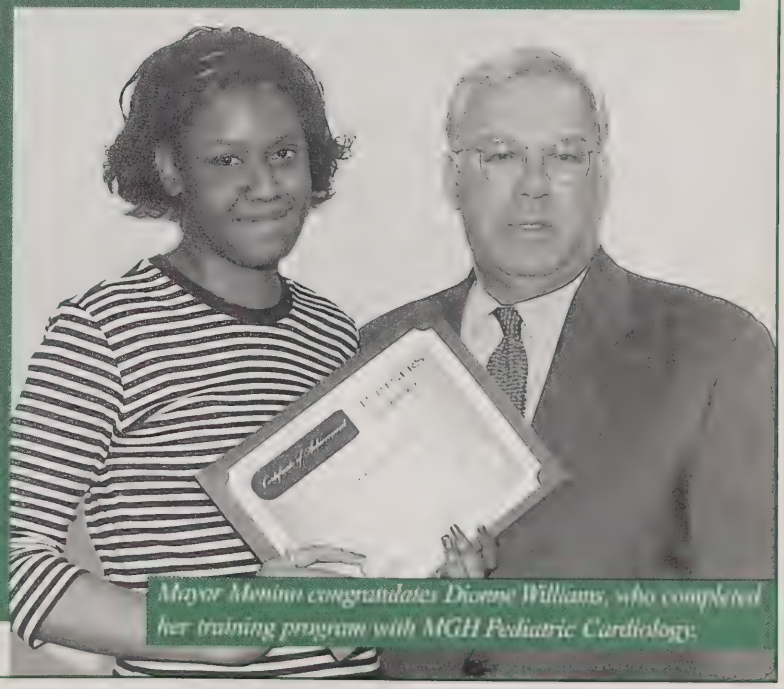
(Continued on Page 2)

Project RISE graduates look to bright future

For many people, there is no greater career inspiration than the promise of embarking upon a bright future in a rewarding field. For 12 proud graduates, that promise was cause for celebration at the 15th Project RISE commencement, held at 185 Charles River Plaza May 11.

Project RISE (Reaching Individuals Striving for Excellence) is a federally-funded pre-employment and training program, sponsored by Partners. The program focuses on the dual goals of assisting individuals in moving up the career ladder and addressing the staff shortage crisis in the health care industry. At the ceremony, Cheryl Locke, vice president of Human Resources for BWH, described Project RISE as an exciting opportunity for Boston residents interested in pursuing health care careers. She announced that Partners is making a commitment to hire and promote 50 radiology technicians, and also will incorporate 25 paid internships for Boston area youth, a short-term ESL (English as a Second Language) program for health care workers and 20 scholarships for staff studying to become nurses or nursing assistants.

Boston Mayor Thomas Menino was the special guest speaker and noted the graduates' significant accomplishments in his address. "It truly is inspiring to see these 12 individuals working so hard, overcoming all odds, showing such dedication and strength of character," he said. "Since Project RISE started, it has led to 80 placements in Partners hospitals. And Partners' commitment is why it is so successful."



Mayor Menino congratulates Dionne Williams, who completed her training program with MGH Pediatric Cardiology.

— Leadership meeting offers update on hospital financial performance

(Continued from Page 1)

particularly in medical and surgical supplies and utilities such as steam and electricity, which recently have increased in cost. Because of the tight labor market, managers have been hiring more expensive temporary employees and using permanent employees for more overtime, which also has contributed to higher expenses.

Budget planning for FY 2002 is under way, and preliminary plans suggest that a $20 million gap will have to be closed for the hospital to achieve its margin target of 3 percent. This target is below the average for academic medical centers around the country and is vital for the hospital to be able to fund any critical capital investments.

"There is a mix of good news here," said James J. Mongan, MD, president of the MGH. "Because of the hard work and dedication of everyone throughout the hospital, our financial performance is solid, and I want to thank all our employees for their commitment to our patients. However, the challenges never seem to end. To continue to see positive results moving forward, we need to stay focused on managing the budget process while continuing to provide the same high-quality care to our patients."

Other hospital activities:

Jeff Davis, senior vice president for Human Resources, continued on a positive note by announcing the hospital's acquisition of the Charles River Park Health and Fitness, Pool and Cabana Club, a full-service fitness center located next to the hospital. After a few repairs and renovations, the health club will be open to MGH employees who wish to join, beginning in July, at a discounted rate with no initiation fee.

Davis introduced Kate Brill-Daley, who will continue as manager of the club, and Eric Desmond, who livened up the meeting by getting the audience — consisting of senior management, department heads and supervisors — on their feet for a sample of his exercise "boot camp," including jumping jacks, toe touches and running-in-place exercises.

Davis also announced that in addition to the hospital's regular wage and salary program, significant salary market adjustments have been made during the year. The adjustments have been made throughout the hospital's various staff positions — the most recent one being for nurses during National Nurse Recognition Week.

"Even though the hospital is slightly behind budget, making these salary adjustments shows the great commitment of the MGH to its employees," Davis said. "These adjustments add up to well over $3 million, which wasn't in this year's budget. But it is an important investment to help recruit and retain employees in this tight labor market."

Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, concluded the leadership meeting with the news that more beds are opening to help alleviate high-capacity issues *(see chart at left).*

These additions will give the hospital 877 beds — an increase of 22 — plus 35 bassinets. Plans are being considered to open more beds on Ellison 13, 18 and 19 and on Blake 11 and 14.

"It is an understatement to say the hospital is very busy," said Ives Erickson. "We need to continue to make these capacity management decisions so that we can care for our patients, get them home in an appropriate time and admit patients who need to access our services. We are at capacity and are successful, and we couldn't manage it without the hard work and high energy of all of our employees." ●

Capacity management initiative: Bed and unit openings

Licensure of previously closed headwalls
- +2 beds for Orthopædics
- +2 beds for Transplant Unit

Bigelow 12 Outpatient Infusion Unit
- +14 outpatient beds
- +8 reopened beds on White 11

Bigelow 9 Ventilator Unit
- +18 private rooms

An observance of excellence: MGH Institute of Health Professions holds commencement

Proud smiles and inspiring words marked the occasion as the MGH Institute of Health Professions held its 21st commencement on the Harvard Medical School (HMS) Quad May 12.

The Class of 2001 — 153 students — received graduate degrees in a variety of disciplines, ranging from nursing and physical therapy to communication sciences and disorders and clinical investigation.

Greg Koski, PhD, MD, adjunct associate professor in the Graduate Program in Clinical Investigation at the Institute and director of the Office for Human Research Protections (OHRP), was the commencement speaker. Koski is the director of the newly formed federal OHRP, which was established to protect the rights of voluntary participants in medical research. Previously, he served as director of Human Research Affairs for Partners HealthCare and as associate professor of Critical Care Medicine at the MGH and HMS. In his remarks, Koski emphasized the need for responsibility, integrity and professionalism in human research — qualities that he cited as cornerstones of the Institute.

The 2001 Nancy T. Watts Teaching Award was presented to Lesley Maxwell, MS, CCC-SLP, director of the Language Lab of the Graduate Program in Communication Sciences and Disorders.

For more information about the Institute, call Lillian Johnson at (617) 726-4276. ●

PARTNERS PROGRESS

New specialty clinic for leukodystrophy metabolic disorders

Partners HealthCare recently established a new multidisciplinary specialty clinic for the diagnosis and treatment of a family of inherited metabolic disorders called leukodystrophies. This clinic, which is based at the MGH, is the only one of its kind in the Northeast. It offers a multidisciplinary approach to treating patients who suffer from disabling — and sometimes fatal — neurological disorders.

According to Gilmore O'Neill, MD, the clinic's director, leukodystrophy — which mostly is diagnosed in children — is a blanket term for inherited conditions that cause abnormalities in the white matter of the brain. White matter carries signals between different nerve cells. Symptoms of these conditions include progressive leg stiffness, urinary incontinence, behavioral and psychiatric difficulties and some cognitive problems, such as memory disturbances, difficulty concentrating and dementia. As the disease progresses, symptoms become more severe, sometimes leading to blindness, hearing loss and paralysis.

X-linked adrenoleukodystrophy (ALD), the most common of the leukodystrophies, was made famous in the 1992 film "Lorenzo's Oil," starring Nick Nolte and Susan Sarandon. The actors portrayed the real-life story of Augusto and Michaela Odone as they desperately sought a cure for their son, Lorenzo, who was diagnosed with ALD at the age of 5.

O'Neill, who researches the molecular basis of ALD, established the clinic to help clinicians recognize leukodystrophies and to contribute ongoing research into causes of and treatments for the disorders.

"We now are looking at the molecular biology of the disease," says O'Neill. "The challenge is to translate what we find in the test tube into specific therapies. At this point, we can treat patients with specialized neurologic management of behavioral problems and other symptoms. The clinic also can provide genetic counseling to patients' families."

For more information about the Partners Leukodystrophy Clinic, call (617) 726-5750.

MGH Charlestown celebrates healthy hearts

The MGH Charlestown HealthCare Center paid tribute to keeping hearts healthy at the 15th annual "Charlestown Loves A Healthy Heart Day," held at Johnnies Foodmaster in Charlestown May 3.

Several hundred shoppers stopped by to receive free screenings for cholesterol, diabetes, body fat and osteoporosis. Health center staff members were on hand to distribute educational materials about nutrition, exercise, cardiovascular disease, stress reduction and smoking cessation. Other activities included healthy food demonstrations by local vendors and a "healthy heart" poster contest for students at Charlestown's Kent School. Peggy Carolan, administrative director of MGH Charlestown, described the day as "the roadmap to cardiovascular health for Charlestown," and heralded it as the community's response to Boston Mayor Thomas Menino's Healthy Heart Initiative. The event was hosted by Foodmaster employees John DeJesus, Larry Mulrey and Eddie DeSimone.

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MGH HOTLINE

WHAT'S HAPPENING

Employee Assistance Program lunchtime seminar
The MGH Employee Assistance Program (EAP) will sponsor "Proactive Parenting," May 24, noon to 1 pm in the Larry Martin Conference Room at CNY Building 149. Trainer and consultant Lynn Reeves Griffin, RN, MEd, will discuss parenting elements such as discipline, conflict resolution and teaching values. For more information, contact the EAP at (617) 726-6976.

Zervas Lecture
The second annual Nicholas T. Zervas, MD, Lecture will be held May 22, at noon in the Ether Dome. Lawrence A. Frohman, MD, head of the Department of Medicine at the University of Illinois at Chicago Medical Center, will present "Familial Pituitary Tumors: Clinical and Genetic Considerations." For more information, call Ivy Greene at (617) 726-3870.

Support Service Employees Grant Program
The MGH Support Service Employees Grant Program now is accepting applications. All MGH support service employees who have worked at the hospital for at least two years, are benefits eligible and in good standing are encouraged to apply. Applications are available in the Human Resources offices on White 14 and at 75 Blossom Court and at CNY. Applications also may be obtained and individual questions may be answered at special sessions June 5, 2:30 to 4:30 pm, and June 15, 10 am to 2 pm, both in the Claflin Library. All applications must be received by June 22. For more information, contact Nancy Marttila at (617) 724-3055.

MGH Chelsea bike safety event
The MGH Chelsea HealthCare Center will sponsor its fourth annual "Safety-On-Wheels" event, June 2, noon to 3 pm in the health center parking lot, 151 Everett Ave. in Chelsea. Parents and children from 4 to 15 years old are invited to stop by to enjoy bicycle, rollerblade and helmet safety checks, a rodeo, bike raffle and more. The rain date is June 16. For more information, call (617) 887-3504.

Summer job programs
Part-time summer help is available for all MGH departments this year through three MGH Community Benefits programs. SummerWorks 2001 is a career exploration and internship program for graduating eighth graders from the James P. Timilty Middle School. The Summer Enrichment Program is a seven-week program placing eighth- and ninth-grade students in nine-hour weekly internships. The Jobs for Boston Youth program provides SummerWorks program alumni and students from East Boston High School with job opportunities at the MGH as well. For more information, call (617) 726-8197.

Ascension Thursday service
In observance of Ascension Thursday, a Roman Catholic Holy Day of Obligation, an additional Mass will be offered May 24, 11 am in the MGH Chapel. The standard 4 pm Mass also will be held. For more information, contact the MGH Chaplaincy at (617) 726-2220.

MGH Pain Center has a new look

The Department of Anesthesia and Critical Care hosted a ribbon-cutting event May 11 for the newly renovated Pain Center suite in WACC 332. The Pain Center now has expanded space to accommodate more patient referrals. The Pain Center staff combine the latest treatment innovations with new technology and complementary therapies to treat various kinds of chronic pain. For more information about the Pain Center, call (617) 726-8810.

Warren Zapol, MD, chief of Anesthesia and Critical Care, cuts the ribbon with Jane Ballantyne, MD, director of the Pain Center.

Submit news tips and story ideas to the *MGH Hotline*

Contact editors by phone
Victoria Brady, editor, at 724-6433; or
Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

May 25, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Annette Corben, RN, showcases her skills in the main OR.

Nurse Recognition 2001 salutes MGH's finest

From the bedside to the laboratory to the OR, nurses are an integral part of the MGH. The hospital demonstrated its appreciation for its nurses May 6 through 18 in Nurse Recognition 2001.

The celebration began May 6 with a breakfast reception for staff nurses in the Trustees Room. The next two weeks featured a variety of educational and research sessions, including music and opportunities for reflection and meditation. Presentations covered topics such as the influence of media on the nursing field, as well as legislation and private institutions that are addressing the nursing shortage. Other events ranged from scientific sessions about nursing research findings to a presentation about providing culturally-competent care to patients.

Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, offered inspiration and direction in her address. "Defining the Future of Nursing." Sylvia Rimm, PhD, author of the books "See Jane Win" and "How Jane Won," presented perspectives on women's success in leadership roles. An especially popular feature of this year's program was the display of 20 MGH nursing research posters in the Main Corridor.

MGH Nurses Day at the Boston Museum of Science May 11 proved a highlight of the celebration.

For more information about Nursing at the MGH, contact Human Resources at (617) 726-5140.

ADVANCES

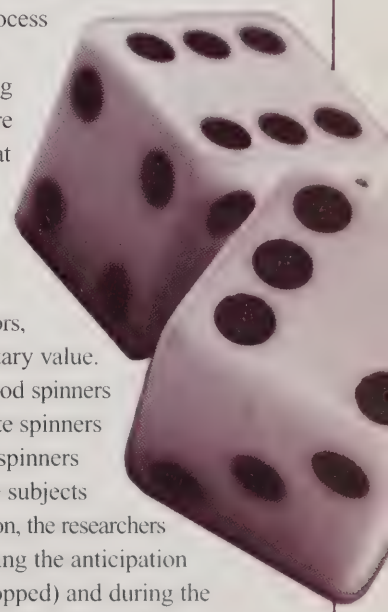
MGH researchers shed light on gambling and the brain

Researchers at the MGH and two other institutions have found that discrete parts of the human brain respond in an ordered fashion to the anticipation and reward of money. The study, published in this week's *Neuron*, demonstrates the first linkage of human brain events to ideas from behavioral economics. The research reveals that monetary rewards tap into a generalized system in the human brain that also processes other categories of reward, such as drugs and food.

"This research argues that we can begin to dissect the systems that process reward and organize behavior in humans," says lead author Hans Breiter, MD, co-director of the Motivation and Emotion Neuroscience Center in MGH Radiology. "This also is the first demonstration that a monetary reward in a gambling-like experiment produces brain activation similar to that observed in an addict receiving an infusion of cocaine." In other words, he says, the results give credence to the theory that gambling behavior may be similar to drug addiction.

The study was conducted by MGH scientists in collaboration with colleagues at Concordia University in Montreal and Princeton University in New Jersey.

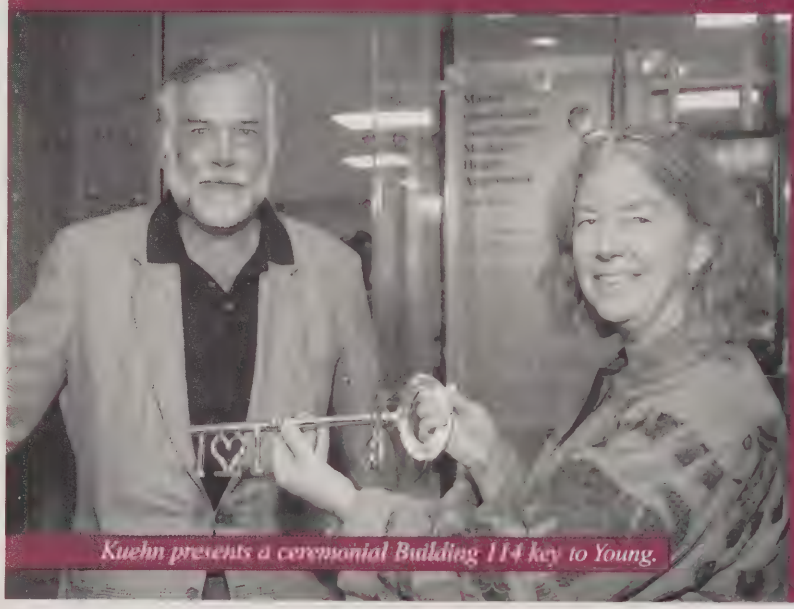
Studying the brains of volunteers who participated in a game of chance, researchers monitored brain activity through a neuroimaging process called high-field functional magnetic resonance imaging (fMRI). The volunteers were given $50 and were told that they might lose some or all of it, retain it or increase it. They were shown a sequence of spinners that were divided into three sectors, each with a different monetary value. These spinners included good spinners ($10, $2.50, $0), intermediate spinners ($2.50, $0, -$1.50), or bad spinners ($0, -$1.50, -$6). While the subjects watched each spinner in action, the researchers measured brain signals during the anticipation state (before the spinner stopped) and during the outcome phase (after the spinner stopped).



(Continued on Page 2)

Sailing into the future: Building 114 evolves from boat mill to new research facility

It began as a joinery shop, where Navy rescue and minesweeping vessels were crafted on the banks of Boston Harbor. Building 114 in Charlestown then lay dormant for 30 years, until a 1990 drive to expand available space at the MGH gave the structure new life. In an opening ceremony May 16, the newly renovated building was unveiled both as a state-of-the-art biomedical research laboratory and a public Boston HarborWalk attraction.



Kuehn presents a ceremonial Building 114 key to Young.

Anne B. Young, MD, PhD, chief of MGH Neurology and of the Center for Aging, Genetics and Neurodegeneration (CAGN) — which will have its new headquarters in Building 114 — noted the building's significance in studying and fighting neurodegenerative diseases. "It is fitting that the new center is housed in this historic building, which once housed life and rescue boats," she said. "We think that our efforts now will promote life and rescue research."

James J. Mongan, MD, president of the MGH, and Samuel O. Thier, MD, president and CEO of Partners HealthCare, described the building as symbolic of future growth and progress for Partners and the MGH. "This new space will enable us to expand our research beyond anything we dreamed of," Mongan said. "Where raw wood was shaped into ships, great science now will occur."

Thier credited the hard work and vision of Keen Development Corporation, led by Bob Kuehn, for "giving the people in this building the facility they deserve." Kuehn presented a ceremonial key to Young after thanking the numerous community participants who contributed to the successful renovation efforts, including CWC Builders, Inc., The Architectural Team/Payette Associates, BR & A Engineers, Inc., Santoro Associates, Inc., the Boston Landmarks Commission, the Boston Historic Commission, the Boston Redevelopment Association, Joseph and Elaine Timilty and Partners.

Direct deposit makes payday more convenient

More than 70 percent of MGHers don't have to wait in line to cash their paychecks. They also have their pay available in their accounts before the checks are delivered on payday, and they don't have to worry about receiving their pay when they are on vacation. That's because 72 percent of MGHers use direct deposit, which automatically sends paychecks directly into employees' bank accounts.

MGHers can learn more about direct deposit at special information sessions on the following dates: May 31, Walcott Conference Room, 8:30 to 10:30 am and at CNY, Building 149 Lobby, 11 am to 2 pm; June 8, in the Wellman Conference Room, 2:30 to 4:30 pm; and June 14 at CNY, Building 149 Lobby, 11am to 2 pm. Staff from MGH Human Resources and Payroll, along with representatives of the Federal Reserve Bank, FleetBank and the Harvard Credit Union will be on hand to answer questions.

— MGH researchers shed light on gambling

(Continued from Page 1)

The brain images showed that the subjects demonstrated high, medium and low signals from some brain regions that mirrored the observation of the good, intermediate and bad spinners. "The results showed that an incentive unique to humans — money — produced patterns of brain activity that closely resembled patterns seen previously in response to other types of rewards. This similarity suggests that common brain circuitry is used for various types of rewards," notes Breiter.

One implication of this study is that scientists may be able to use brain scans in the future to measure what people like and dislike. Further research may help scientists understand the development of impulse disorders such as drug abuse and compulsive gambling. ●

Mystery doctor found: MGHer helped game show friend win prize money

The "Who Wants to be a Millionaire?" mystery has been solved. In a recent episode of the popular ABC-TV game show, a contestant called a lifeline for help answering the $32,000 question. The contestant, Charlie Carson, identified his lifeline only as "Alan, who is a doctor at Mass General in Boston."

Greenfield

How many doctors named Alan can there be at the MGH? As it turns out, quite a few. So, in the May 4 issue of *Hotline*, a call for help to MGH amateur sleuths was published in an effort to find the anonymous physician.

Fortunately, Judy Borsody, RN, a nurse practitioner for MGH Vascular Radiology, saw the newsletter article and solved the perplexing quandary: The mystery doctor was Alan J. Greenfield, MD, an attending physician for Vascular Radiology.

"Everyone in Vascular Radiology knew about it. I received the call here at the hospital, [illegible] the show tapes at 4 pm," explains Greenfield. He says that each contestant gets five choices for their "phone-a-friend" lifeline. Once the contestant is in the "hot seat," where he or she answers multiple choice questions for prize money, all five phone-a-friends are called by one of the show's producers to make sure they are waiting by the phone.

After Greenfield received the initial call from the producer, he was called by the show's host, Regis Philbin, 10 minutes later. Greenfield had 30 seconds to help his friend and former roommate answer the question: "What is the study of plant and animal tissue? A. etiology, B. serology, C. histology or D. nephrology."

Fortunately for his friend, Greenfield knew that the answer was C. When asked if he was nervous about being a lifeline, Greenfield says: "I wasn't nervous at the time. Interventional radiology has some pretty tense moments, so this didn't seem too scary. But if I really thought about it, I should have been nervous. If I got the answer wrong, 40 million people would have been watching."

Carson went on to win $125,000 on the show, and has promised Greenfield tickets to the Broadway show "The Producers" in return for knowing what histology means.

Partners town meeting

Samuel O. Thier, MD, president and CEO of Partners, will discuss a variety of topics related to Partners at a town meeting June 6, 10 to 11 am in the O'Keeffe Auditorium. James J. Mongan, MD, president of the MGH, also will be on hand to answer questions.

Questions may be posed at the town meeting or submitted in advance through in-house mail with this coupon. Submit questions by June 1 to the MGH Public Affairs Office, 100 Charles River Plaza, sixth floor, by fax to (617) 726-7475 or by e-mail to *Hotline@partners.org*.

Question #1

Question #2

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MGH HOTLINE

WHAT'S HAPPENING

Post-operative care workshop
The MGH Department of Nursing and the Center for Clinical and Professional Development will present "Post-operative Care: The Challenge of the First 24 Hours," June 1, 8 am to 4:30 pm in the O'Keeffe Auditorium. Participants will be awarded 8.7 contact hours. For more information or to register, contact the center at (617) 726-3111.

Clinical investigator fellowship
Applications now are being accepted for the Lawrence Fellowship, a $50,000 award for MGH clinical and translational investigators in the early stages of their careers. Applicants should be at a level below assistant professor. The award will provide funding for a period of one year. Applications must be received by July 2. For more information or to obtain an application, call Ravi Thadhani, MD, at (617) 724-1207.

Psychiatry Patient and Family Day
The MGH Department of Psychiatry and the Mood and Anxiety Disorders Institute will host Patient and Family Day, June 10, from 10 am to 4 pm in the O'Keeffe Auditorium. MGH psychiatrists will discuss treatment options and effects on patients' loved ones. Each presentation will be followed by a question-and-answer session. For more information or to reserve a place, call Leslie Yan at (617) 724-6058.

MHA Fair Payment/Shared Responsibility legislation
The Massachusetts Hospital Association (MHA) has asked all hospitals to help support the MHA Fair Payment/Shared Responsibility legislation. This legislation will ensure that sufficient state resources are invested in hospitals by implementing responsible state Medicaid reimbursement and increasing the state's contribution to the uncompensated care pool to help relieve the disproportionate burden on hospitals.

The MHA is conducting a campaign called "Healthy Hospitals — Healthy Commonwealth" to garner support. MGH employees who are interested in learning more about this legislation and contacting their state senators can call (800) 681-1688. Those who call this number will reach a recorded message that explains the legislation. The message will then prompt callers to leave a message with their home addresses, which will automatically generate a postcard from the employee to the employee's state senator. Employees may also generate a postcard by visiting the MHA website at *www.mhalink.org*.

Bowditch Prize nominations now being accepted

Nominations now are being accepted for this year's Nathaniel Bowditch Prize. The $5,000 award will be presented to an MGH employee — clinician or nonclinician — who has made a significant contribution to improving quality of care at the hospital while reducing the cost of such care.

The award was established in 2000 by Charles and Nancy Munger, through the Alfred C. Munger Foundation, to honor Nathaniel Bowditch, a 19th-century pioneer in celestial navigation and an early supporter of the MGH.

Nomination forms are available in the Main Lobby, the Blum Patient and Family Learning Center, the Bigelow 10 nursing office and the Massachusetts General Physicians Organization office on Bulfinch 2. All nominations should be submitted by July 31 to Andrew Warshaw, MD, chairman of the Bowditch Prize Selection Committee, White 506. For more information, call Suzanne Williams at (617) 726-8254.

In memoriam

Michelle Fiorentino, of the MGH Cardiology Division, died May 19 at the age of 35. Fiorentino leaves behind her husband, Jeffrey, her parents, three siblings and many friends and colleagues at the MGH. Donations may be made in Fiorentino's name to the Massachusetts Society for the Prevention of Cruelty to Animals, 30 South Huntington Ave., Boston, MA 02130. A hospital memorial service currently is being planned.

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by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

June 1, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

From exam room to newsroom: MGH physicians delve into journalism

Working at a world-renowned hospital, MGH physicians are never far from the spotlight. From publishing articles in medical journals to offering news commentary, their wide range of expertise makes them frequent favorites of the media. Yet a select few MGH doctors not only attract the media — they *are* the media.

Riley

"I just fell into TV work," says Laura Riley, MD, of the MGH Vincent Obstetrics and Gynecology Service. Riley made her TV debut in notable fashion — in her first live appearance, on the "Today" show, she was interviewed by none other than anchor Katie Couric.

Enjoying her brief foray into media medicine but wanting to do more, Riley landed a spot on WCVB-TV Channel 5. After giving periodic health tips on "Doctor Call-In Hour," she became the station's HealthBeat correspondent.

Riley spent two years giving on-camera medical advice about everything from postpartum depression to breastfeeding, and says that she was amazed by the impact her segments had on viewers: "Being on television, I found I was able to educate people, to emphasize things that might seem mundane to patients in everyday conversation."

Riley eventually made the decision to put her media career on hold. "TV is very hard work, and I just don't have that time to give up right now," she explains. "But if the right opportunity came up — something I could do on my own terms — I would take it in a heartbeat."

For Mallika Marshall, MD, of the MGH Chelsea HealthCare Center, the right opportunity began as an unexpected one. Marshall had grown up with an inside look at the world of journalism — her mother is Carole Simpson, a respected correspondent for ABC's "World News Tonight." Yet Marshall says that initially, her professional tastes ran far from the newsroom. "My mom wanted me to venture into journalism, but

(Continued on Page 2)

ADVANCES

Imaging technique may monitor cancer treatments

MGH researchers have identified a special imaging technique that may allow doctors to determine whether certain experimental cancer drugs are actually working in patients. In a study published in this week's *Nature Medicine*, researchers for the first time used infrared fluorogenic imaging to measure the effectiveness of a class of drugs called protease inhibitors.

"This type of detection could mean several things," says lead author Christoph Bremer, MD, of the MGH Center for Molecular Imaging Research. "We'll have earlier cancer detection, because certain proteases are expressed before tumors are visible. We'll be better able to assess the aggressiveness of a tumor. And we'll be able to monitor new therapies that are developed to inhibit proteases."

Many different protease inhibitors currently are being tested in clinical trials. And until now, scientists had few means to monitor and measure effectiveness after they were administered.

"This imaging technique has been around for several years, but now we're using it for a new purpose," says Ching-Hsuan Tung, PhD, co-principal investigator with Ralph Weissleder, MD, PhD, both of the MGH Center for Molecular Imaging Research.

Proteases allow malignant cells to break through and invade healthy tissues. "Cancer needs some space. Proteases act like scissors and make space for the cancer," says Bremer. "They allow cancers to metastasize, and high levels of certain proteases indicate poor clinical outcomes for patients."

Although proteases also are crucial for the survival of healthy cells, several types are expressed in cancers at much higher levels than normal. Expression of these proteases has been linked to advanced tumor stage, invasiveness, metastasis and angiogenesis.

By generating a fluorescently labeled molecule that is activated by the protease's "scissoring," the scientists could sense protease activity in intact tumors in mice. When one of these molecules is cut, it fluoresces. "It's like turning on a light switch," explains Bremer.

The scientists then demonstrated that they could monitor protease inhibition within hours after administering Primostat, a protease inhibitor, which is currently in Phase III clinical trials. "Essentially, we found that the light is significantly less when this drug is given," says Bremer. In other words, he adds, the protease scissors cannot cut in the presence of the drug.

Fluorogenic image of a mouse tumor

— From exam room to newsroom: MGH physicians delve into journalism

(Continued from Page 1)

I decided in high school that medicine was my field of interest," she remembers. After completing medical school, however, Marshall began to consider an expansion of her planned career as a physician. "I thought to myself — 'I love being in front of an audience, and I love being a communicator. I can do this.'"

Marshall

Six months before Marshall completed her residency, a friend put her in touch with the news director of WBZ-TV Channel 4.

"Looking at myself on tape, I was horrified," she says, recalling her initial audition. "I had seen my mother on TV, but doing it myself was different." Despite her trepidation, Marshall made an impression. Just before she began her clinical career at MGH Chelsea, she received the news that she had been selected as the station's new health reporter.

Nine months later, Marshall continues to work 25 hours per week at the health center, often heading into the Channel 4 studio on little sleep. Still, she says, "I have the best job in the world. I'm able to see patients of all ages in the clinic, and then reach out to thousands of patients as a medical journalist. I see my role as one of giving perspective. It's very important to offer the benefits and the detriments of a medical situation and let the patients decide for themselves."

Anne Beal, MD, MPH, of MassGeneral Hospital for Children, has embarked upon dual pursuits in television as well as print journalism. Beal also commits much time to research, and says that she has a special interest in "exploring the role of the media as a social influence."

After contacting the editor of *Essence* magazine to propose the addition of a doctor's column for patient questions, Beal became the medical writer for the publication in 1996. "I found I enjoy the challenge of thoroughly, clearly covering a topic in such a short space," she says. "It's so rewarding. I can talk about things in the column like I would with my own patients, but to a much larger audience." Drawing from her experience fielding reader questions for her column, Beal went on to write "The Black Parenting Book," which she describes as "real world advice for parents of color."

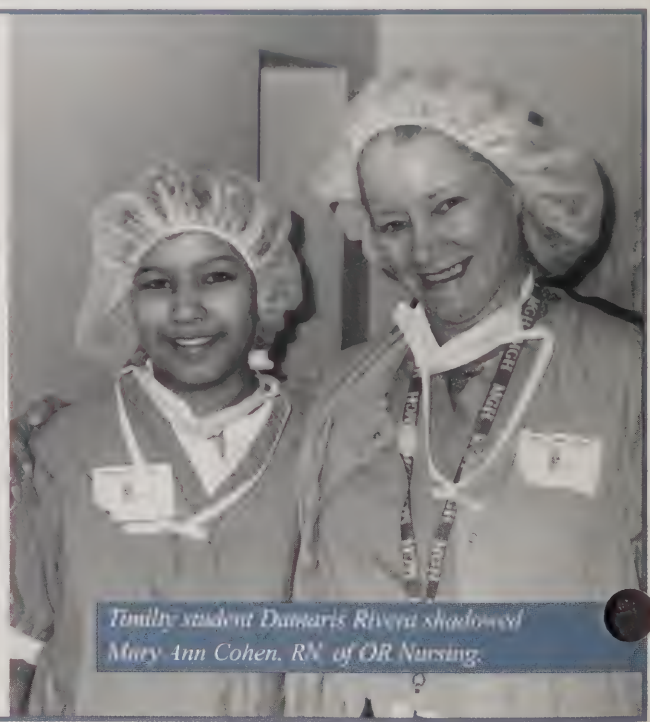
After undergoing media training for her book tour, Beal caught the attention of NBC's "Later Today" program. Producers were so impressed with her first few shows that they invited her to join "Lifetime Live," where she was a medical correspondent until the show's cancellation last January. Today, she continues to see patients, write for *Essence* and, four times a year, tape segments for "American Baby TV" on the FX network.

Beal

Beal concedes that both pros and cons arise from juggling medicine and media. "Building a career in the journalism industry is hard," she says. "A show can be hot one week and not the next. But I do enjoy giving a piece of valuable patient education to the public. There is something about hearing a message in the media that makes it stick with patients." ●

Walking in their shoes: Timilty students visit MGHers for Job Shadow Day

MGHers find many challenges and many rewards when they come to work each day. Sometimes a fresh set of eyes can help to fully appreciate the job at hand. On May 22, a group of 26 MGH employees had the chance to see their jobs from a new perspective, as students from the James P. Timilty Middle School visited the hospital for Job Shadow Day. From monitoring surveillance cameras for Police and Security to covering a news beat for Public Affairs, each seventh grade student was paired with an MGH mentor who offered an in-depth glimpse of his or her role within the hospital. Students and employees also listened to a presentation about the historic Ether Dome, toured the main campus and dined together in the Eat Street Café. Job Shadow Day, which is a citywide event, was coordinated by the MGH/Timilty Partnership in conjunction with MGH Community Benefits.


Timilty student Damaris Rivera shadowed Mary Ann Cohen, RN, of OR Nursing.

MGH health centers honor local women for 'vibrant, healthy lives'

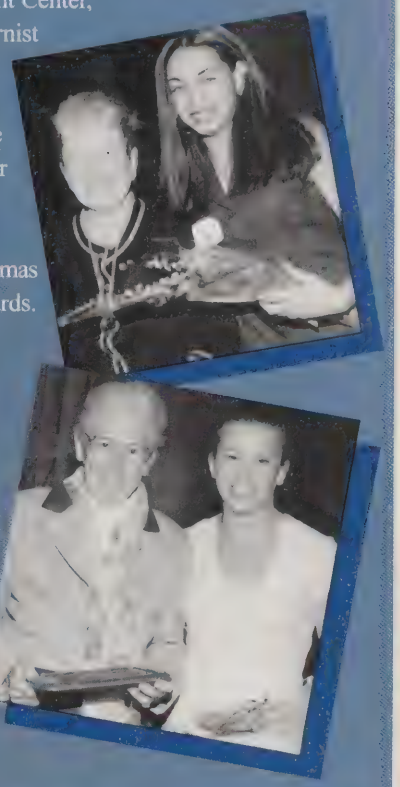
From a Chelsea schoolteacher who continues to live a healthy life at age 90 to a Winthrop track coach who has won medals in the Senior Olympics, recipients of a special award presented at the "Celebrating Women, Living a Vibrant Healthy Life" event in Revere May 17 have something to be proud of.

The evening's highlight was an award ceremony to praise the accomplishments of six women chosen to receive the Role Model for Women's Health Award: Jennie Goodman Levine *(pictured above, right, with a Revere student)*, a 90-year-old retired elementary school teacher from Chelsea; Carol Tye, Revere Superintendent of Schools; Ann Marie Messina, Everett Public Health Director; Patricia McGee *(below, right, with a Revere student)*, five-time recipient of the Winthrop Coach of the Year for Spring Track Award and a six-time medalist in the Senior Olympic Games; Patricia Barth-Simpson, who founded a teen Shakespeare project in Charlestown; Rita Casoni, a social worker at the North End Community Health Center, who also serves as director of the Casa Monto Cassino shelter for immigrants; and Irene Duan, a Chinese interpreter for the MGH Back Bay HealthCare Center, who also teaches Tai Chi for seniors at Morville House.

The event featured free health screenings, as well as information about topics such as menopause and smoking cessation, with presentations by Nancy Rigotti, MD, director of the MGH Tobacco Research and Treatment Center, and Kathryn Teng, MD, an internist at the MGH Revere HealthCare Center.

Mallika Marshall, MD, of the MGH Chelsea HealthCare Center and WBZ-TV medical correspondent, joined local students and Revere Mayor Thomas Ambrosino in presenting the awards.

"Celebrating Women" was sponsored by the MGH and its health centers in Back Bay, Charlestown, Everett, Chelsea, the North End and Revere, in collaboration with the Massachusetts Prevention Centers, the Massachusetts Tobacco Control Program, the East Boston Neighborhood Health Center, Revere Public Schools and the Revere Board of Health.



Partners town meeting

Samuel O. Thier, MD, president and CEO of Partners, will discuss a variety of topics related to Partners at a town meeting June 6, from 10 to 11 am in the O'Keeffe Auditorium. James J. Mongan, MD, president of the MGH, also will be on hand to answer questions.

Questions may be posed at the town meeting or submitted in advance through in-house mail with the coupon at right. Submit questions by June 5 to the MGH Public Affairs Office, 100 Charles River Plaza, sixth floor, by fax to (617) 726-7475 or by e-mail to *Hotline@partners.org*.

Question #1

Question #2

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MGH HOTLINE

WHAT'S HAPPENING

Presentation about writing a human studies protocol
The Human Research Committee and the MGH Clinical Research Program will sponsor "What does the IRB really want? — How to write a Human Studies Protocol," June 19, from 4 to 5 pm in the O'Keeffe Auditorium. Libby Hohmann, MD, chair and director of the Partners institutional review boards (IRBs), will assist investigators in learning how to submit complete and concise applications and to respond to IRB questions. Both experienced and new investigators are encouraged to attend. For more information or to register, contact Beth Domogala at (617) 726-1669 or visit *http://crnet.mgh.harvard.edu.*

Prostate Cancer Walk 2001
The first annual Prostate Cancer Walk will be held June 17 on the Boston Common. Registration will begin at 10:30 am, and the 3.1 mile walk will begin at noon. Participants also are invited to take part in the fourth annual "Dads Make A Difference" celebration for fathers and families, from 1 to 5 pm on the Common. Contributions will benefit prostate cancer research at the MGH and several other Boston area hospitals. For more information or to register, contact Stan Klein at (617) 625-4875.

Summer computer workshop training
Partners Information Systems Training now has released the Summer Computer Workshop training schedule for Microsoft Office applications. All classes will be held at Partners Corporate Training, 185 Charles River Plaza. For more information or to register, call (866) 227-1085 or visit *http://is.partners.org/training* for a complete list of courses.

Breastfeeding seminar
The MGH Employee Assistance Program (EAP) will offer "Working and Breastfeeding: Returning to Work and Maintaining Your Milk Supply," Part II of a seminar series on breastfeeding. A session will be held June 7, from 1 to 2 pm in the Larry Martin Conference Room B at CNY Building 149, and an additional session will be held June 13, from 1 to 2 pm in VBK 401 at the main campus. For more information, contact the EAP at (617) 726-6976.

Gay and lesbian guide to coping with cancer
William Pirl, MD, of MGH Psychiatry, and Gabrielle Siegel, senior research analyst in MGH Psychiatry, have co-authored "The Gay and Lesbian Guide to Coping With Cancer," a booklet available to patients and loved ones through the MGH Cancer Center. The booklet, sponsored by the Friends of the MGH Cancer Center, includes an overview of issues that affect the gay, lesbian and bisexual community when coping with cancer, as well as a list of legal and information resources. For more information or to obtain a copy, contact the MGH Cancer Center at (617) 726-5130.

Diabetic program for nurses
"2001: A Diabetic Odyssey," a program designed to enhance nurses' knowledge regarding care of diabetic patients, will be held June 11, from 8 am to 4:30 pm in the O'Keeffe Auditorium. Participants will receive 7.8 contact hours. For more information or to register, call the MGH Center for Clinical and Professional Development at (617) 726-3111.

Sharing the story of a culture

Members of Patient Care Services (PCS) were entertained, educated and enthralled by a special visit May 29 from actor Tou Ger Xiong, who hails from Laos in southeastern Asia. Using his talents as a storyteller and entertainer, Xiong shared his experience fleeing Laos as a child after the communist takeover in 1975 and coming to the United States with his family. With vivid language and animated gestures, he described how he and his siblings grew up trying to balance components of their native culture with the new and often confusing American lifestyle. Through his experiences, Xiong created "Project Respectism," which uses comedy, storytelling and rap music to bridge cultures and generations. The event was sponsored by the PCS Diversity Committee and the Center for Clinical and Professional Development.

Xiong

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by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

June 8, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners leader offers update at Town Meeting

Thier

In its seven years, the Partners system has evolved into a successful hospital network, but still faces the challenges of a financially strained health care environment. Samuel O. Thier, MD, president and CEO of Partners HealthCare, delivered this and other messages in a progress report at a Partners Town Meeting at the MGH June 6.

Thier explained that while many hospitals are experiencing great financial pressures from external sources, such as low Medicaid and Medicare payments, Partners remains committed to providing quality care to all patients, regardless of their ability to pay. In fact, the total cost for Partners to provide services to Medicaid patients last year was $175 million, of which only $120 million was reimbursed, creating a loss of $55 million. Partners-affiliated physicians lost an additional $10 million in providing services to Medicaid patients. In response to these challenges, Thier noted that Partners is involved in efforts to raise state Medicaid rates to cover reasonable costs of care. In addition, Partners hospitals are supporting Medicaid innovations such as coordinating care for the sickest patients, enhancing pharmacy practices and improving data on costs and quality.

Partners also has been working with a consortium of hospitals around the country to continue to push for further relief from the 1997 Balanced Budget Act (BBA). In spite of some relief from the BBA, Partners still faces $377 million in future Medicare cuts.

Thier added that health care premiums continue to cause financial strain by not keeping pace with inflation. For example, premiums went up only 15 percent in five years, while medical inflation (expenses

(Continued on Page 2)

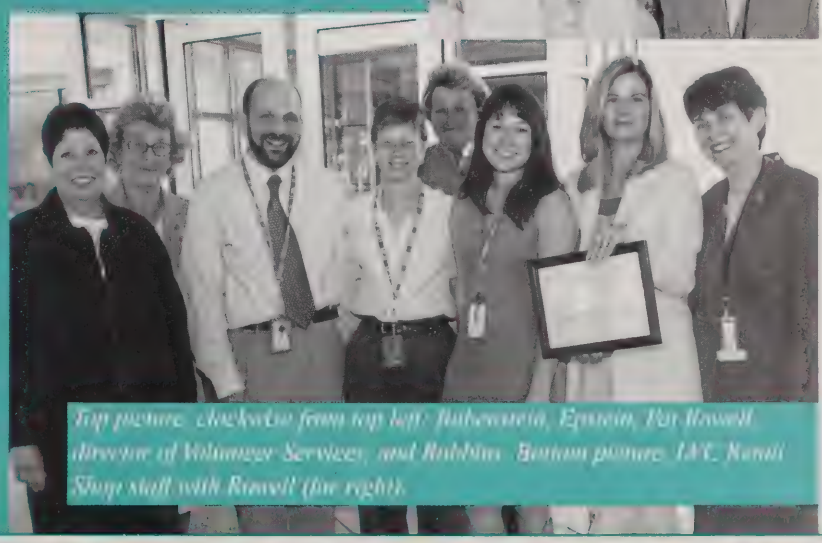
Saying thank you: MGH recognizes volunteers

They are the unsung heroes of the hospital, devoting hours of unpaid time to better the lives of those around them, and often bettering their own lives in the process. MGH volunteers and their contributions were acknowledged at the MGH Volunteer Recognition Day ceremony, held under the Bulfinch Tent June 5. The event — organized by the MGH Departments of Volunteer, Interpreter and Ambassador Services — featured remarks by James J. Mongan, MD, president of the MGH, and Evelyn Hoenigsberg, MSW, director of MGH Social Service. Edward Lawrence, chairman of the MGH Board of Trustees, presented special awards to outstanding volunteers.

Betsy Rubenstein received the Jessie Harding Award, in recognition of her hard work for both the Central Information Desk and the main Volunteer Office. The staff of the Ladies Visiting Committee (LVC) Retail Shops, headed by director JoAnne Ellison, received the Trustees' Award for the staff's appreciation of volunteer contributions.

Special recognition awards were given to Joan Epstein — a 10-year volunteer in the Gray Family Surgical Waiting Area — and Kathleen Robbins, a former MGH Radiology employee. Robbins formally retired from the MGH Volunteer Program this year, after serving as an Information Desk volunteer since 1975. Now at the tender age of 100, Robbins expressed her gratitude to the program and to the MGH: "It isn't so much about what I have given to the hospital; it is more about what you all have given to me. Thank you one and all for everything."

Service awards also were presented to: Wang Information Desk volunteer Heather Cole; Central Information Desk volunteer Newton Lee; Discharge volunteers Debra Donoghue, Tony Santaniello and John Lauritzen; Chaplaincy volunteers Maria de Barbon and William Graham; Pediatric Child Life Program volunteer Sophia Taglieri and Blum Patient and Family Learning Center volunteer Bob Williams.

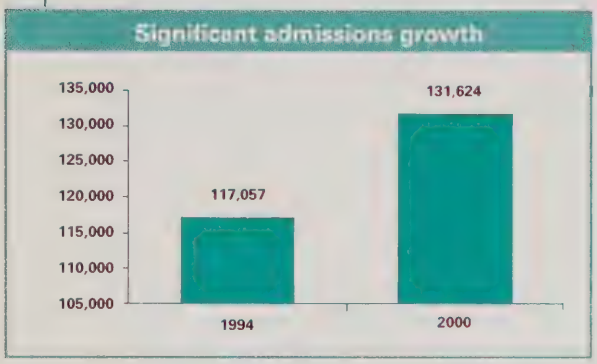


Top picture, clockwise from top left: Rubenstein, Epstein, Pat Russell, director of Volunteer Services, and Robbins. Bottom picture: LVC Retail Shops staff with Russell (far right).

— *Partners progress report*

(Continued from Page 1)

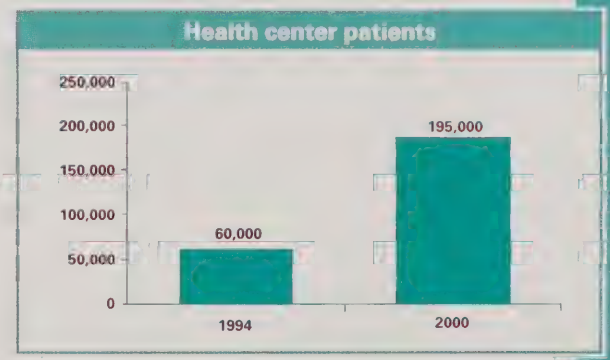
such as drugs and supplies) increased nearly 40 percent in the same timeframe. Thier noted that Partners successfully negotiated contracts with HMO Blue and Tufts, and currently is negotiating with Harvard Pilgrim. Partners also will continue to lobby for fair HMO premiums that reflect the true costs of care and will help ensure that a more adequate share of higher HMO payments goes to caregivers.



Despite these financial challenges, Partners has experienced success in many key areas while reducing costs significantly. Admissions growth has occurred throughout the Partners system, as has an increase in health center patients *(see charts)*. Partners hospitals also have seen considerable increases in research funding — the MGH and BWH again were the number one and two top independent hospital recipients of NIH funding. Partners' total research activity in 2000 grew to $522 million.

Thier noted that specific centers of excellence throughout the Partners system are doing groundbreaking work in such areas as AIDS research and treatment, minimally invasive therapies, genomics, cancer treatment, medical errors prevention, xenotransplantation and imaging technology.

"We have continued to grow systemwide, while continuing to bring the costs of health care down," said Thier. "Yet we still must continue to have sufficient resources to carry out our patient care, teaching and research missions through some key system goals."



These goals include: integration of patient care between Partners academic medical centers and community settings, Partnerswide quality measurement and improvement initiatives, professional staff recruitment and retention and developing a plan to align incentives for institutions, physicians and administrators.

See sidebar at right for questions and answers from the town meeting.

Town meeting questions

The following questions were addressed by Samuel O. Thier, MD, president and CEO of Partners, and James J. Mongan, MD, president of the MGH, at the Partners Town Meeting June 6.

Q: *I understand that many people at the MGH and Partners were close to Joe Moakley and that he was helpful to the hospital and the system. Will Moakley's death have any effect on Partners?*

Thier: Congressman Joe Moakley was a unique individual who gave us a tremendous amount of support and protection through the years. Congressman Moakley will not be easily replaced. His influence and compassion were unmatched. Rep. Ed Markey now will be stepping into Moakley's role. Partners representatives have good relations with Markey, and hope that he will prove to be a helpful ally as well.

Q: *Will employees be getting raises this year?*

Mongan: The budget is in the process of being worked out, but I am optimistic that we can offer some kind of pay increase in the next fiscal year.

Q: *Why must the MGH's surplus be used to subsidize other Partners entities, especially when BWH employees are better paid (in general) than MGH employees?*

Mongan: The question of Partners' worth was well answered in the recent series of managed care contract negotiations. It should be clear in everyone's minds that being part of the Partners system was essential to settling on these favorable contracts. As a result, I hope we can focus more on the benefits of Partners rather than any kind of "sibling rivalry." Still, there are things we can learn from each other, and a program called Project Compare is a way to do that. Project Compare will help us evaluate the similarities and differences between the MGH and BWH. It is difficult to compare the two institutions fairly because both hospitals provide different services to varying patient populations. The payor mix varies between the MGH and BWH, and employee salaries also vary depending on the position — some higher at the MGH and others higher at BWH.

Thier: We never intend for this to be a homogeneous partnership. We have to be flexible in our institutions because of the different backgrounds and cultures of our member hospitals. Both the MGH and BWH are robust medical centers. They are full, and demand for their services continues to grow. Other hospitals in the area aren't doing as well.

More questions and answers from the Partners Town Meeting will be published in future issues of *Hotline*.

MGH HOTLINE

For Your Benefit

Bridging the insurance gap through COBRA

According to the MGH Benefits Office, COBRA is a valuable benefit that allows employees and their dependents to continue insurance coverage when they lose their benefits or are no longer eligible for benefits.

COBRA — which is the Consolidated Omnibus Budget Reconciliation Act, a federal law passed in 1985 — can serve as an important bridge between health plans for qualified employees, their spouses and their dependent children when their health benefits might be inactive due to a change in work or family status. For example, COBRA can be an option when an employee's child graduates from college and still needs some kind of health insurance coverage.

COBRA applies to employees when eligibility status changes because of one of the following:

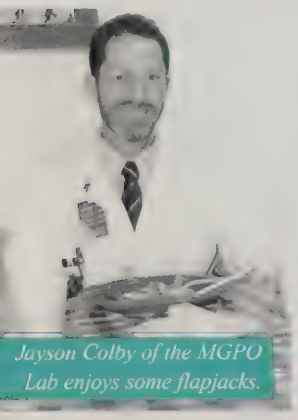
- Reduction of work hours (less than 20 per week)
- Change of employee status (i.e. permanent to per diem or Bulfinch Temp)
- Divorce or legal separation
- Termination of employment
- Employee death (to offer coverage to surviving family members)
- Employee entitlement to Medicare benefits
- Loss of status as an eligible dependent

To continue coverage or to continue a dependent's coverage, employees will pay up to 102 percent of the premium cost. The period of COBRA coverage begins with the date of a qualifying event such as death, divorce, reduction of work hours or job termination. In most cases, the coverage continues for up to 18 months from that qualifying event.

For more information about COBRA, MGHers can contact their Human Resources generalist.

Sweet snacks help save lives

When it comes to favorite breakfast treats, pancakes — stacked high with syrup or just piled plain — often rank high on the list. At the MGH Blood Donor Center's pancake breakfast May 29, the pancakes did more than fill some hungry stomachs; they also helped in the fight to save lives through blood donation. Center employees doubled as amateur chefs, manning griddles throughout the morning to provide blood donors with a tasty plateful. BJ's Wholesale donated pancake mix and syrup for the event.



Jayson Colby of the MGPO Lab enjoys some flapjacks.

The breakfast was the first of several MGH Blood Donor Center activities scheduled for the summer. Stay tuned to future issues of *Hotline* for details.

The MGH Blood Donor Center is located in the Gray Lobby. For more information or to make an appointment to donate, call (617) 726-8177.

Partners Home Care welcomes new president

Marcia P. Reissig, RN, MS, CHCE, recently was appointed president of Partners Home Care, which was created last October with the merger of the MGH/Spaulding Home Health Agency, Newton-Wellesley Home Health Services and the Affiliated Community Visiting Nurses Association.

Before her move to Partners, Reissig served as the president and CEO of home health organizations within the Catholic Health System in New York. She has more than 20 years of home health care experience in both patient care and administrative roles.

According to Reissig, home care is increasingly recognized as a high-quality, cost-efficient alternative to hospital admission or extended lengths of stay, and the home setting is often the preferred location of care for patients and their families.

"The true power of home care is best unleashed when it is a core component of an integrated health care delivery system," says Reissig, whose goals are to build on Partners Home Care's existing foundation, tailor its services to better meet the needs of the Partners system as well as the community, improve the accessibility of such services and expand geographic coverage.

Reissig

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MGH HOTLINE

WHAT'S HAPPENING

Charles River Park health club open house

The MGH recently acquired the rights to The Clubs at Charles River Park, a health and fitness facility located adjacent to the hospital next to Eight Whittier Place. There will be an open house at the club for all MGH employees June 26. More details to be announced in next week's *Hotline*.

Domestic violence survivors book

The MGH Domestic Violence Working Group is creating a book to honor survivors of domestic violence. MGH employees, family members and friends are invited to submit stories, poems and other writing. Submissions may be published anonymously and should be submitted by July 1. For more information or to send a submission, contact Bonnie Zimmer, MSW, at (617) 726-3810 or send e-mail to *bzimmer@partners.org*.

AMMP scholarships

The Association of Multicultural Members of Partners (AMMP) now is accepting applications for the 2001 AMMP scholarships. All Partners minority employees in good standing and employed for at least one year are eligible to receive up to $1,000. Applicants must be accepted into part-time or full-time programs of study and should be willing to commit at least 20 hours of service to AMMP if chosen as scholarship recipients. All applications must be received by June 15. For more information or to obtain an application, contact Angela Gee at (617) 726-5343.

MGH Cancer Center's HOPES Program offerings

The MGH Cancer Center's HOPES (Helping Our Patients and Families through Education and Support) Program will offer "Helping Your Child Eat During Cancer Treatment," June 11, noon to 1 pm. Jill Oravitz, RD, MGH Oncology dietitian, will facilitate. For more information, call (617) 72-HOPES.

Support Service Employees Grant Program

All benefits-eligible MGH support service employees, who have been at the hospital in good standing for at least two years, are invited to apply for the Support Service Employees Grant Program. Applications can be obtained at the Human Resources locations on White 14 and CNY 7 and at 75 Blossom Court, or by calling Nancy Marttila at (617) 724-3055. All applications are due by June 22 to qualify for financial assistance during the fall 2001 and spring 2002 semesters.

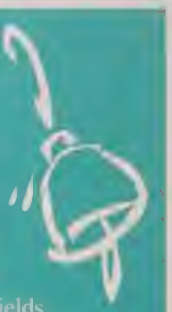
MGH Chelsea bike safety event

The MGH Chelsea HealthCare Center's fourth annual "Safety-On-Wheels" event has been rescheduled for June 16, noon to 3 pm in the health center parking lot, 151 Everett Ave. in Chelsea. Parents and children from 4 to 15 years old are invited to stop by to enjoy bicycle, rollerblade and helmet safety checks, a rodeo, bike raffle and more. For more information, call (617) 887-3504.

Run-walkathon for infectious diseases

The UMass Boston athletic staff, Coca-Cola Bottling Co. and Sodexho-Marriott Food Service will sponsor a "Run-Walkathon for Infectious Diseases" to benefit the MGH Infectious Disease Division, June 10. The event will begin at 10 am from the MDC Lee Pool across from the MGH, and will involve a 5K loop around the Charles River. For more information or to register, call (617) 287-7801 or send e-mail to *RunWalk5k@hotmail.com*.

Public Affairs recognized for communications



The MGH Public Affairs Office was honored by the Publicity Club of New England with three Bell Ringer Awards June 5. The Bell Ringer Awards recognize excellence in the communications and public relations fields.

The staff received a first-place award for the special millennium issue of *Hotline* published January 2000, which was selected as best special publication. They also received a merit award in national print feature/commentary placement and earned a first-place award for best crisis communication campaign. The crisis communication award came in recognition of the team's publicity efforts for an AIDS study last summer. The study — in which MGH researchers discovered they could harness the immune system to fight AIDS by systematically taking certain HIV-infected patients off their medications — was complicated, and the findings could easily be misunderstood. Public Affairs developed a national campaign that, according to the study's lead researcher, "was truly exceptional."

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June 15, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Work in a workout: Health club offers fitness outlet for MGHers

Before work, after a long shift or during a lunch break, MGHers will have an opportunity to add a workout to their busy schedules, thanks to the health and fitness club that recently was acquired by the MGH. Called The Clubs at Charles River Park, the facility is located adjacent to the hospital, next to Eight Whittier Place *(see map below).*

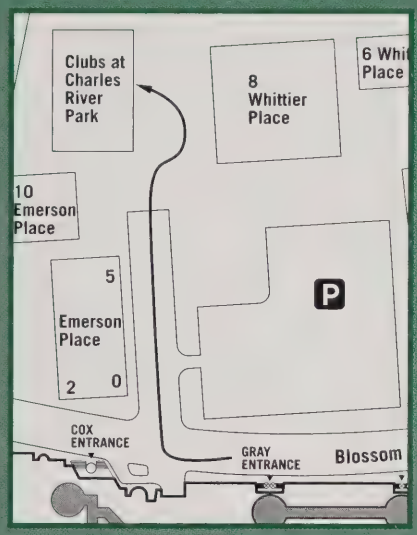
All benefits-eligible MGH employees and Partners employees assigned to the MGH can join The Clubs beginning in July, at a special hospital subsidized rate of $38 per month. For added convenience, the rate is automatically deducted from employees' paychecks on a weekly basis at $8.77 per week.

The membership gives employees complete access to the facilities and services of The Clubs, including the outdoor swimming pool and the indoor lap pool. Individual and group swimming lessons are available, as well as water aerobics during the summer season.

The Clubs offer a wide range of cardiovascular and strength training exercise equipment, such as treadmills, stationary bicycles, the "Lifecircuit" free weights, "Ellipticals" (a type of cardio machine) and free runners (machines similar to stair machines). A variety of group fitness classes are offered, such as low-impact and step aerobics, kick boxing, muscle conditioning, stretch and tone, spinning, yoga and a special "boot camp" exercise program. Two sessions with a personal trainer also are included in the membership.

Members have access to a jacuzzi, steam rooms, saunas, towel service and men's and women's changing and locker rooms.

John Buckingham, staff member of The Clubs.



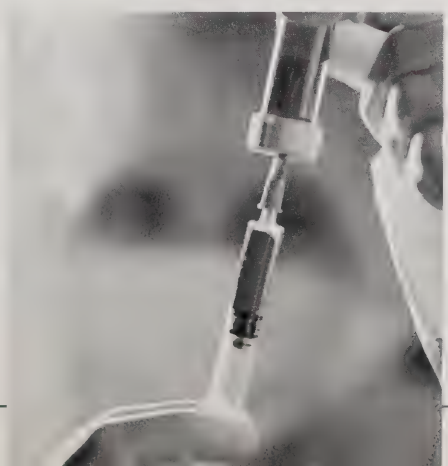
The Clubs are open Monday through Friday, 6 am to 10 pm, and Saturday and Sunday, 8 am to 8 pm. The outdoor pool hours are Monday through Friday, 6:30 am to 9 pm, and Saturday and Sunday, 8 am to 8 pm.

MGHers will have an opportunity to find out more about membership and tour the facility at a special open house June 26, from 6 am to 10 pm. A $4 coupon to the outdoor café will be given to MGH employees that day. For more information about membership, call (617) 726-2900.

MGH cares about safety: Needlestick prevention improvements made

As part of the hospital's ongoing commitment to providing a safe environment for patients, visitors and employees, the Needlestick Reduction Task Force is in the process of introducing two new medical products. These products have improved safety features to help reduce the risk of injuries to those who use and dispose of them.

According to Elisha (Skip) Atkins, MD, chair of the Needlestick Reduction Task Force, the new devices — IV catheters — have been extensively evaluated and tested by MGH physicians and nurses. These evaluations have shown that the new devices are the best available for use in most areas of the hospital, other than in pediatric units and the operating rooms. "We hope to introduce these new products with the greatest possible attention to clinicians' needs and with minimum disruption to patient care," says Atkins. "They do require a somewhat different technique, which those who participated in the evaluations felt could be learned fairly quickly."



The MGH has long been committed to ensuring that the hospital is a safe place for its employees. In 1991, the Needlestick Reduction Task Force was established. This multidisciplinary group is comprised of representatives from Anesthesia, Patient Care Services, Occupational Health, Infection Control, Environmental Services, Materials Management, Pharmacy, Laboratories and the MGH health centers.

The goal of the task force is to provide

(Continued on Page 2)

Partners town meeting questions and answers

The following questions were submitted through *Hotline* for the Partners Town Meeting held at the MGH June 6. Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse, and Greg Doyle, director of Buildings and Grounds, provided the responses below.

Q: *I've heard a lot about the nursing shortage and the problems that it will cause in the future. What can Partners do to make sure that we have enough nurses in the years ahead?*

Ives Erickson: I would like to clarify that we only are on the brink of a nursing shortage at this point. We won't feel the impact of a shortage until 2005. However, if we do nothing in this country to address this issue, it will be a disaster. Two years ago, Partners formed a chief nurse council. Recently, this council came together with Partners Human Resources, Government Affairs and Public Affairs to focus on how we can position ourselves as the employer of choice for nurses. We are evaluating our salary and wage rates to make sure we remain competitive in this tight job market. Also, we are working with government officials, such as Sen. John Kerry, Sen. Richard Moore and Gov. Jane Swift, to make sure there is appropriate funding for nursing education. We also are looking at how we can attract more young people to this profession. For example, we are networking with the Girl Scouts organization to introduce nursing as an exciting and rewarding future profession.

Q: *What is the status of the Clinics Building elevator? Will it ever run again?*

Doyle: The good news is that the state inspector recently came out to evaluate the elevator, and it should be up and running sometime in the next few weeks. Even though the plan is to tear down the Clinics Building to make way for the new ambulatory care building, we will not abandon the maintenance of the building. We will make sure the building is kept up and maintained. At the same time, however, we won't be investing a great deal of money into remodeling it.

— MGH cares about safety

(Continued from Page 1)

a safe environment by reducing employee exposure to blood and body fluids. For example, a needleless IV system and safety IM/SC needles were introduced in the 1990s, resulting in a 40 percent reduction in exposures. The task force has led the hospital's renewed efforts since 1999 by continuing to evaluate and introduce new sharp devices with safety features.

For more information about the new products, visit the Needlestick Safety intranet website at *http://is.partners.org/nrtf/needlestickhome.htm* or visit the Needlestick Safety information table in the Main Corridor June 19.

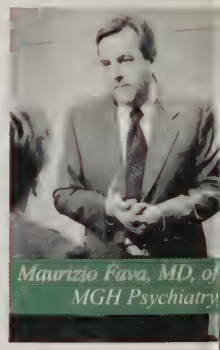
"Don't get stuck" contest

In an effort to increase awareness and share information about needlestick safety, the Needlestick Reduction Task Force is sponsoring an employee contest. MGHers are invited to share their best techniques for preventing needlestick injuries. For example, some clinicians carry an extra set of protective gloves in case they encounter a situation that puts them at risk of getting stuck by a sharp device.

The results of the contest will be posted on the Needlestick Safety website as a "best practices" resource for other MGH clinicians. To enter the contest, MGHers can send their needlestick safety advice along with their names, departments and phone numbers to *hotline@partners.org*, or visit the Needlestick Safety website at *http://is.partners.org/nrtf/needlestickhome.htm*.

MGH Psychiatry hosts Patient and Family Day

Mental health disorders, such as depression or anxiety, are sometimes misunderstood by the general public. Answers to common questions about such conditions were given at a special Patient and Family Day, hosted June 10 by the Mood and Anxiety Disorders Institute (MADI) of the MGH Psychiatry Department.



Maurizio Fava, MD, of MGH Psychiatry

MGH psychiatrists were on hand to talk about symptoms and treatment options and their effects on patients and their families. Topics included anxiety disorders, perinatal and postpartum psychiatric disorders, bipolar disorder and depression.

At the event, the development of the new MGH Psychiatry Patient and Family Resource Center was announced. Currently in the planning stages, the center will provide education programs and resources for patients and their families, as well as a library, resource room and a web page for individuals coping with the effects of psychiatric illnesses.

"The Patient and Family Day was a great success," says Bob Knauz, PhD, director of the Patient and Family Resource Center for MADI. "The feedback from participants was very positive. Patients and family members said that more educational programs such as this are needed. Overall, it was a great start for the new Patient and Family Resource Center."

For more information, call Knauz at (617) 726-9262.

New urological procedure makes strides to help women

Noël Bradley is a Florida resident who prides herself on being — and staying — active. Yet for years, Bradley's lifestyle was compromised by a condition she feared would be permanent: urinary incontinence.

Incontinence affects approximately 60 percent of women older than 60 years of age in the United States — and yet, it often is shrouded by a sense of silence and shame. Thanks to an innovative procedure offered by the MGH, however, an increasing number of women are able to confront their incontinence and find a lasting, convenient remedy.

While incontinence can occur in a number of circumstances. the most common — particularly in older women — is stress incontinence. In this type of condition, the bladder is pressured and stressed by such routine activities as coughing, sneezing or lifting heavy objects. Childbirth, weight gain and pelvic surgery also are frequent causes.

"There is a stigma about seeking treatment for incontinence," says Joseph Grocela, MD, of MGH Urology. "Many women don't realize that they can be treated, or that there are many options available to them. It is no longer necessary to undergo major surgery or take a pill every day to combat this condition."

Grocela, along with May Wakamatsu, MD, of the MGH Vincent Obstetrics and Gynecology Service, is using a procedure called the "tension-free vaginal tape" (TVT), a type of sling that wraps around the urethra to support the bladder and prevent stress incontinence. The sling is made of prolyene mesh and often can be inserted under general anesthesia.

"MANY WOMEN DON'T REALIZE THAT THEY CAN BE TREATED, OR THAT THERE ARE MANY OPTIONS AVAILABLE TO THEM."
— JOSEPH GROCELA, MD

"It is minimally invasive and extremely effective," says Wakamatsu. "Patients typically stay one night, and sometimes even are discharged the same day."

Grocela adds: "There is a decent record of improvement for women who have the TVT. Eighty-five percent are cured or see significant improvement."

Among that 85 percent is Bradley, who underwent the TVT surgery at the MGH last year. "When Dr. Grocela explained to me that this procedure could completely cure my difficulties, it seemed like an impossible dream, but it came true," Bradley says.

Today, she notes, "I can walk five miles a day, play 18 holes of golf, dance, cough, sneeze and probably jump rope if I chose to — all without any difficulties with my bladder."

Despite being somewhat embarrassed about her condition, Bradley says: "I am willing to talk openly about incontinence because, quite simply, now there is a solution. I have encountered so many women who have this problem to some degree or another, and no longer do they have to live a life made increasingly miserable. The TVT is a miracle."

Grocela emphasizes that incontinence is not something patients have to endure alone. "Women suffering from incontinence often are shy about it, and may wait 10 or 12 years to seek treatment," he says. "Meanwhile, the odds are that they can be treated or even cured, thanks to innovations like the TVT. With a good dialogue between patients and physicians, we can help them find an answer." ●

Clinical Research Program handbook gives guidance to research personnel

When the MGH Clinical Research Program (CRP) was founded five years ago, one of its original mandates was to help research study staff understand how to do their jobs. The array of federal regulations and MGH policies can confuse even experienced clinical investigators. The CRP recognized the need for a reference guide that is accessible to all research personnel. Investigators and study staff now can stay informed, thanks to the publication of "Clinical Research @ MGH — A Guide for the Clinical Research Community."

The book represents the culmination of two years of work on the part of a team of research coordinators and nurses, who collaborated to form the CRP Handbook Committee. The committee members presented the manual to Partners unit and department chiefs at the Clinical Research Council in October 2000. The Research Council's members — clinical investigators representing various departments — were enthusiastic.

"The handbook guides users through the MGH clinical research system," explains committee member and CRP training coordinator Judith Scheer, MPH, RN, CCRC. "It is news for the entire clinical research community. We chose the title to reflect the fact that the handbook is for all clinical research staff. And the best part is that it was developed by a handful of volunteers who were so committed to sharing this important information with the research community."

The CRP handbook is available to all MGH investigators and research staff. For more information, contact Scheer at (617) 726-3587 or send e-mail to *jscheer@partners.org*.

Members of the CRP Handbook Committee

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MGH HOTLINE

WHAT'S HAPPENING

Accounts Payable check request form
The latest version of the Accounts Payable check request form now is available through Standard Register. The new form features a space for employees to add their e-mail addresses. Upon processing each check request, Accounts Payable will send the employee an e-mail confirmation. For more information, contact Tracey Sotiropoulos at (617) 726-9156.

MGH Back Bay Healthy Kids presentation
The MGH Back Bay HealthCare Center will offer a "Healthy Kids" talk June 25, from 6 to 8 pm, featuring an interactive presentation about "Understanding Your Child's Temperament." A child development specialist from the Brazelton Institute will teach parents to manage their children's temperaments and create appropriate demands for behavior and discipline. The presentation will be held at the center, 388 Commonwealth Ave., Boston. Healthy Kids presentations are designed to help parents learn about their children's development and are held every other month at the center. Parents are welcome to bring their children, and free child care will be available. Reservations are not required, but space is limited. For more information, call (617) 585-7416.

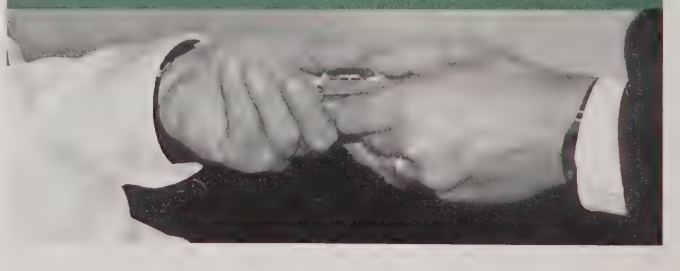
MGH Cancer Center's HOPES Program offerings
The MGH Cancer Center's HOPES (Helping Our Patients and Families through Education and Support) Program will offer several workshops and presentations this month. Patricia Byrne, pediatric chaplain, will present "Meeting the Spiritual Needs of a Child," June 18, from noon to 1 pm. Yoga instructor Luba Zagachin will offer classes June 21 and 28, from noon to 1 pm. Paula Rauch, MD, of MGH Psychiatry, will discuss "Parenting With Cancer" June 26, from 11 am to noon. Pediatric nurse practitioner Patricia Kent, RN, will present "An Overview of Childhood Leukemia" June 28, from 1 to 2 pm. All presentations and classes will be held in the Cancer Resource Room on Cox 1. Registration is not required. For more information, call (617) 72-HOPES.

Operations Support Staff Day
The MGH will observe Operations Support Staff Day June 21 with a special celebration for MGH operations support staff. A luncheon will be held for day-shift support service staff and employees under the Bulfinch Tent, 11:30 am to 2 pm. A dinner for evening support service employees will be held, from 4:30 to 6:30 pm. Boxed dinners will be provided at 2 am in the East Garden Dining Room for all support services staff on the midnight to 8 am shift. There also will be a raffle. Raffle entries may be submitted with invitations and brought to the celebration. For more information, contact Sunayana Jhalani at (617) 724-7835 or send e-mail to *sjhalani@partners.org.*

POE application training
All new interns, residents and fellows in departments other than Pediatrics and Obstetrics are required to receive training on the Provider Order Entry (POE) application. POE is the computer-based system for writing physician orders for inpatients. For more information or to schedule a training session, contact Susan M. Harkins Cooney, RN, at (617) 724-8986 or send e-mail to *sharkinscooney@partners.org.*

Partners in Excellence Award nomination period expanded

The Partners in Excellence (PIE) Award web nomination period has been expanded, allowing employees to submit award nominations throughout the year. Employees now will be able to submit nominations online for individuals or teams who go above and beyond the call of duty. To nominate an individual or team, visit *http://intranet.partners.org/pie/PIEnomination.asp* and complete the required information. All nominations submitted during spring and summer 2001 will be reviewed in October when the selection committees meet. Only individuals employed by the institution during the time of selection will be considered for an award. The annual PIE Award ceremonies will be held in December. For more information, visit the PIE web page at *http://intranet.partners.org/pie/.*



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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
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June 22, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Partners and Harvard Pilgrim Health Care reach agreement

Partners HealthCare announced June 19 that a new four-year agreement has been reached with Harvard Pilgrim Health Care. The agreement covers reimbursements for medical services provided by physicians and hospitals throughout Partners. Concluded after discussions that lasted more than six months, the agreement also is designed to reverse the significant losses Partners had incurred under prior contracts, as well as to cover the cost of care delivered to Partners patients.

"This contract will raise levels of payment by Harvard Pilgrim to cover the cost of care delivered by our hospital and physicians," says Peter L. Slavin, MD, chairman and CEO of the Massachusetts General Physicians Organization (MGPO). "This agreement, like the Blue Cross and Tufts contracts that preceded it, demonstrates another reason why being part of Partners HealthCare is valuable to the MGH and MGPO."

The new agreement, which is subject to approval by state regulators, includes provisions in a number of key areas that will benefit patients of all Partners hospitals and physicians. These provisions are expected not only to protect the quality of patient care, but also to be more cost-effective because chronic diseases are treated in ways that prevent them from becoming more serious.

For example, under the terms of the agreement, adult diabetes patients will be encouraged to receive medical tests they need — such as regular eye exams — to better manage their long-term condition. Physicians will be able to treat pediatric asthma patients with effective suppressive therapies, rather than just providing inhalers to treat asthma attacks. Other portions of the contract will support the nationally recognized efforts of Partners hospitals and physicians to reduce medication errors.

"Not only does this contract fairly reimburse our physicians and hospitals for the costs of care, but it creates an innovative model that is consistent with our caregiving mission too," says Samuel O. Thier, MD, president and CEO of Partners. "This contract recognizes and supports our physicians' primary goal, which is to give the best possible care to their patients."

In a separate agreement, Partners has agreed to purchase six buildings currently owned by Harvard Pilgrim and leased by Harvard Vanguard Medical Associates physicians as medical offices. The buildings, which will be purchased at a cost of $68 million, are located in Medford, Peabody, Wellesley, Cambridge, West Roxbury and Braintree. Under the agreement, Harvard Vanguard Medical Associates will continue as tenants of the centers under a 20-year lease.

You're invited!

James J. Mongan, MD, president of the MGH, invites all MGH employees and volunteers to the

Annual Summer Lunch and Diversity Celebration

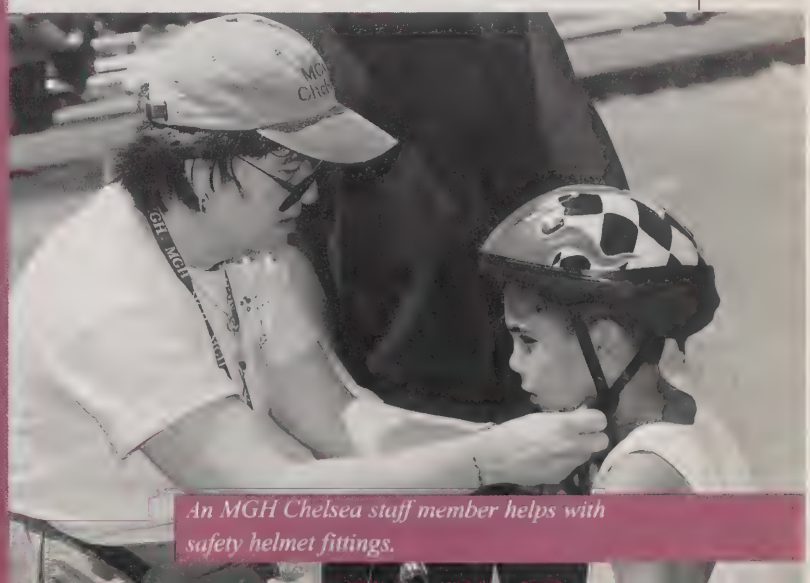
Wednesday, June 27, 2001

For day shift MGHers, on Wednesday, June 27th: A complimentary picnic-style lunch will be served 11:30 am to 2 pm under the Bulfinch Tent, rain or shine.

For evening and night shift MGHers, on Wednesday, June 27th: Refreshments will be served 10 pm to midnight in the lobby near Coffee Central.

Summer fun in the sun

As the temperatures soared June 16, the MGH Chelsea HealthCare Center hosted its fourth annual "Safety on Wheels" bike, inline skate and scooter safety event. Families from Chelsea and the surrounding areas came to the health center to learn about summertime safety, participate in a rodeo, enjoy free slushies and have a chance to win a bicycle or a pair of inline skates, complete with all of the recommended safety equipment. The health center also supplied safety helmets as giveaways to participants. ●



An MGH Chelsea staff member helps with safety helmet fittings.

From left, Welt, Grant and Maheswaran. Not pictured: Feschenko

Claflin Award recipients balance research with parenthood

Parenthood and a prominent career in medical research each are challenging undertakings in and of themselves. When combined as simultaneous full-time roles, however, they demand exceptional qualities.

Four MGH junior faculty members recently were recognized for such qualities as the recipients of the 2001 Claflin Distinguished Scholar Awards. This year's winners are: Ellen Grant, MD, of MGH Radiology; Marina Feschenko, PhD, of MGH Neurosurgery; Shyamala Maheswaran, PhD, of MGH Pediatric Surgery and the MGH Cancer Center; and Corrine Welt, MD, of the MGH Reproductive Endocrine Unit.

The Claflin Awards are granted each year to junior faculty who are at the most vulnerable point in their academic careers: their child-rearing years. The awards — facilitated by the MGH Office for Women's Careers (OWC) — were established in 1996 and named in tribute to Jane Claflin, an honorary MGH trustee who helped launch the initiative to increase funding for junior women faculty. The goal of the stipends — funded by the MGH Executive Committee on Research (ECOR) — is to provide transitional funding for women hoping to advance to senior positions in academic medicine.

There have been only two recipients per year previously, but the program's proven success prompted ECOR this year to grant funding for two additional 2001 award winners.

"We submitted a proposal to ECOR this year requesting an increase in the number of awards, because there is now documentation regarding the successful outcomes the awards have helped to facilitate," says Suzanne Metallo, associate director of the OWC. "ECOR was quite generous in granting two more awards this year, and we will be seeking fundraising support to keep the additional awards going in the years to come."

For more information about the Claflin Awards, contact the OWC at (617) 724-5229. ●

New faces at the MGH

Passing through the halls of the hospital, MGHers are greeted by the faces of new physician trainees every summer. Approximately 275 house officers will be introduced to the hospital during the next two months. The new interns, residents and fellows will be spending their time acclimating to their new responsibilities as caregivers and MGH employees. ●

Right: New interns listen intently during one of the three orientations held by the MGH Graduate Medical Education office.

Men's Cancer Fair shares insight, information

While the impact of cancer can affect any person — regardless of age, circumstance or gender — certain cancers are particularly devastating to men. Prostate, testicular and other male-prevalent cancers were the focus of the MGH Men's Cancer Fair, held in the Main Corridor June 15. Sponsored by the MGH Cancer Center, the fair featured a colorful display of information tables with posters, brochures and presentations. MGH physicians, dietitians and other employees were on hand to answer patient and visitor questions, and to provide additional information about cancer causes, symptoms and treatment options.

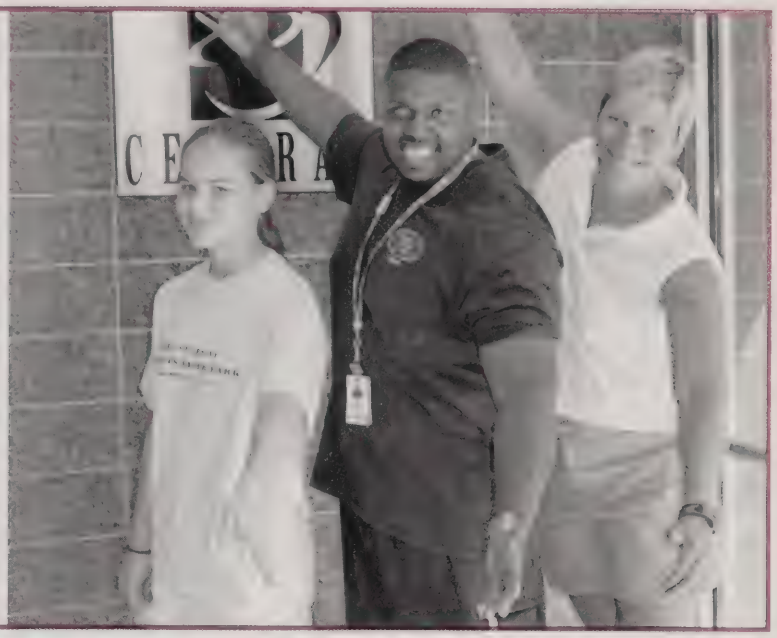
For more information about the MGH Cancer Center, call (617) 726-5130.

Passersby pause to learn more about the fight against men's cancers.

Coffee, tea or a workout?

Staff members from The Clubs at Charles River Park paid a visit to Coffee Central June 20 hoping to motivate MGHers to think about aerobics, lifting weights and swimming laps as they waited in line for their coffee break snacks. The staff gave out fliers to promote a special open house at The Clubs June 26, from 6 am to 10 pm. MGH employees are invited to tour the full-service fitness center and learn more about membership. For more information about the open house or for more membership details, call (617) 726-2900 or visit *http://is.partners.org/hr/affiliates/mgh/fitness.html.*

From left, The Clubs staff members Samantha Baras, Erick Desmond and Kate Brill-Daley.



Mayor Menino visits MGH to kick off citywide summer jobs program

The MGH hosted the kickoff of Boston Mayor Thomas Menino's 2001 Summer Jobs Program June 15 at a press conference under the Bulfinch Tent. The 2001 "Hire a Kid" Summer Jobs Program is an effort chaired by Mayor Menino and includes the Boston Private Industry Council and Action for Boston Community Development (ABCD), Boston's oldest anti-poverty agency. The goal is to provide a job for every qualified young person who wants one, with an aim of employing 11,000 teens this summer. Both the MGH and BWH are participating in the program, and the two hospitals collectively will employ some 100 Boston students.

"Today we are appealing to businesses throughout the Boston area to help us employ our youth," said Menino. "Educating our children does not end when they leave the classroom. A summer job is an important part of a young person's development. We want to give every student in Boston the opportunity to have a job and be a part of the success of this program."

Ed Lawrence, chairman of the MGH Board of Trustees, welcomed the audience to the hospital on behalf of Partners HealthCare. Guest speakers included Rosario Rodriguez, a junior at East Boston High School who works in the MGH Pathology Laboratory.

For more information about the program, call (617) 542-WORK.

Right, top: Mayor Menino at the press conference. Bottom, Rosario Rodriguez (middle) with Mike Fredrickson, technical director of MGH Surgical Pathology and Cathleen Farrell, program coordinator for Pro-Tech.

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MGH HOTLINE

WHAT'S HAPPENING

Clinical Research Program CRC Seminar Series
The MGH Clinical Research Program (CRP) will sponsor "Using the General Clinical Research Center (GCRC) — What are the Ground Rules?" July 11, noon to 1 pm in the Wellman Conference Room. Margaret McCabe, RN, DNSc, nurse manager of the GCRC, will explain the center's purpose and describe the policies and procedures that research coordinators and nurses should be familiar with before caring for study subjects on the unit. Lunch will be served. For more information or to RSVP, call the CRP reservation line at (617) 726-1669.

AMMP scholarships deadline extension
The Association of Multicultural Members of Partners (AMMP) has extended its application deadline for the 2001 AMMP scholarships. All applications now should be submitted by July 15. All Partners minority employees, in good standing and employed for at least one year, are eligible to receive up to $1,000. Applicants must be accepted into part-time or full-time programs of study and should be willing to commit at least 20 hours of service to AMMP if chosen as scholarship recipients. For more information or to obtain an application, contact Angela Gee at (617) 726-5343 or send e-mail to *agee@partners.org*.

Differential pay policy
In an effort to enhance recruitment and retention of employees, the hospital's shift differential policy has been updated and was put into effect June 3. In addition, all shift differential levels have been increased. For more information about the differential pay policy, MGHers should speak to their supervisors.

Charles River Park health club open house
An open house for all MGH employees will be held June 26, 6 am to 10 pm at The Clubs at Charles River Park. The fitness facility is located adjacent to the hospital.

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IN GENERAL

Hugh Auchincloss, Jr., MD, of MGH Transplant Surgery, received the 2001 Novartis Established Investigator Basic Science Award from the American Society of Transplantation. He also received the David Rumbough Award for Scientific Excellence from the Juvenile Diabetes Research Foundation.

Arlan J. Fuller, MD, *(pictured)* chief of MGH Gynecologic Oncology, and Ellen Cohen, MSW, president of the Kenneth B. Schwartz Center, received the "In the Spirit of Wellness" Award from The Wellness Community May 24. Fuller was designated the "Medical Advisor" honoree and Cohen was chosen as the winner in the "Founder" category. They were among seven recipients honored at a dinner at the Westin Hotel at Copley Place in Boston.

Kurt J. Isselbacher, MD, director of the MGH Cancer Center, was awarded the Kober Gold Medal for outstanding contributions to academic medicine by the Association of American Physicians. Isselbacher received the award at the association's annual meeting in Chicago April 29.

Sally Millar, RN, of the MGH Office for Patient Advocacy and the Blum Patient and Family Learning Center and director of Nursing Administration and Support Services, has been elected president of the Massachusetts Organization of Nurse Executives.

John T. Potts, MD, director of MGH Research, received the 2001 Hope Award at the fourth annual Biomedical Science Careers Program (BSCP) celebration at the Park Plaza Hotel April 24. Potts was recognized for his contributions to the BSCP board and for serving as an outstanding mentor to minority undergraduate and graduate students, postdoctoral fellows and junior medical faculty.

In memoriam

Barbara "Bea" Kaufmann Ellms, a staff nurse in the MGH Emergency Department since 1987, died May 21 at the MGH. She was 45. Ellms leaves her mother, her husband, a son and two stepchildren. She previously had worked as an EMT and paramedic before becoming a registered nurse. A memorial service will be held in the MGH Chapel June 28 at 2 pm. A reception will follow in the Wellman Conference Room. Donations in Ellms' memory may be made to the MGH Development Office, 100 Charles River Plaza, 6th Floor, Boston, MA 02114.

June 29, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

MGH study points to unexpected treatment for type 1 diabetes

Researchers at the MGH have shown that an unexpectedly simple treatment cures type 1 diabetes in mice. Published in the July 1 issue of the *Journal of Clinical Investigation,* the findings are distinct from the current theories about how to treat the disease.

"With only a brief treatment, we have reversed an established autoimmune disease in a respected animal model," says Denise Faustman, MD, PhD, of the MGH Immunobiology Laboratory and principal investigator of the study. "Although the results are preliminary, this is an exciting finding for patients with diabetes."

Normally, the body's immune cells attack toxins and foreign invaders, such as bacteria and viruses. In type 1 diabetes, however, the immune cells somehow receive a faulty signal, and their destructive efforts are instead directed toward the islet cells, the

(Continued on Page 2)

New and improved MGH web site unveiled

As regular web surfers traversed the information super highway this week, they may have noticed a different rest stop along the way. With a new look, better navigation tools and easier access to information, the new and improved MGH web site was launched June 25.

Located both at *www.mgh.harvard.edu* and at *www.massgeneral.org*, the MGH home page features a new design with 14 navigational "buttons." These buttons point visitors to such hospital resources as departments and programs, a visitor and patient guide, how to find a doctor, clinical and research trials, employment opportunities, internal resources and news and publications. Each button directs visitors to other MGH information sites that have been updated with the new design. The new look includes colorful photos of patients and staff, most of which were taken by the MGH Photography Lab.

The revised web site is the culmination of months of planning and testing by a multidisciplinary web committee, spearheaded by the MGH Marketing Department, with representation from many departments throughout the hospital. Working with Clapp Design, a local web design firm, the committee members gathered feedback from all hospital departments. The committee's goal was to create a new site that displays organized, easily accessible information through an enhanced design.

"This has been a collaborative effort every step of the way," says Anne Dubitzky, vice president of Managed Care Contracting and Marketing for the MGH and the Massachusetts General Physicians Organization (MGPO). "We are pleased with the results of our efforts to make the MGH web site an inviting gateway to health information on the internet. As more people use the web to find health care information, it is becoming increasingly important to make a good first impression."

The new site's debut this week represents the first phase of revisions and updates, which will continue into the fall and eventually will include web sites for each of the 140 departments throughout the hospital. Each department will have ownership of its own site and will be responsible for its content and maintenance. To keep a consistent look among the sites, every department will be asked to add a common navigation bar that includes the MGH logo with a link back to the home page.

According to Bernie Mendillo, internet communications manager for MGH/MGPO Marketing, departments can design their own sites or receive assistance from Marketing. "We can assign a project manager from our department to help with design, content and images at no charge to the requesting department," he says.

Laura Hynes, director of MGH/MGPO Marketing, adds, "We want the images and design of the various department sites to be consistent with the MGH home page, so that web visitors will be able to navigate throughout the entire MGH web site with ease."

For more information, call Mendillo at (617) 724-2854 or send e-mail to *bmendillo@partners.org.*

Making A Difference

A Grant Program for Enhancing the Patient, Family and Employee Experience

'Making A Difference' grants put compassion into action

Throughout the MGH, new possibilities take shape each day. From inventive surgical procedures to methods of increasing patient comfort and convenience, MGHers' ideas for improvements share two common qualities: creativity and compassion. Because of the Making A Difference grant program, several employees and departments are seeing their ideas put into action.

Previously known as Service MGH, the program was re-launched this past fall. "Thanks to funding from the MGH and the Massachusetts General Physicians Organization [MGPO], we once again are able to support the implementation of new and exciting staff initiatives," explains Mary Cunningham, director of the MGH Service Improvement Program.

MGHers offered an enthusiastic response to the program: 54 grant applications were received from 34 areas throughout the hospital. Cunningham and her colleagues established a grant selection team, comprised of employees from around the hospital, who examined proposals and decided how best to distribute the program's $50,000 allocation. "Our framework for reviewing the applications was to try to see them through the patients' eyes," says Cunningham.

Applicants were asked to describe the nature of a situation they saw at the MGH, to present possible solutions and to prepare a suggested budget for implementing those solutions. The proposals were divided into six categories: physical comfort, continuity/transition, family involvement, information/education, emotional support and environment/amenities.

While the program only was able to fund 13 proposals, the committee worked to assist some applicants in finding alternate funding for their projects. Joan Sapir, vice president for MGH/MGPO Customer Service and Practice Support, says: "All of the proposals were excellent and reflected tremendous creativity and commitment. It was very difficult to pare down the list." Ten proposals also were wait-listed for consideration next year.

The 13 funded proposals represent a wide spectrum of ideas for improved patient care. Among the projects slated for action are Palliative Care's development and implementation of a bereavement program; Thoracic Surgery's production of a patient education video about the discharge process; and distribution of flu medication packets for Medical Walk-in patients who would otherwise be unable to afford it.

"Sometimes all it takes is a little support," Cunningham says. "It is so rewarding to see what MGH employees can do."

For more information about the grant program, call (617) 724-1004.

— MGH study points to unexpected treatment for type 1 diabetes

(Continued from Page 1)

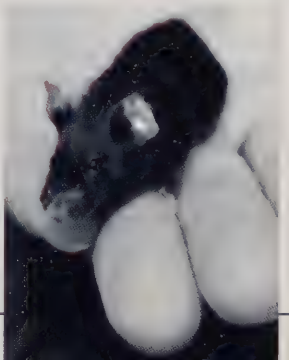
insulin-secreting cells of the pancreas. This results in a decrease of insulin — a molecule necessary for the conversion of glucose into fuel — and a subsequent increase in glucose. As glucose accumulates in the blood, it can damage organs, leading to conditions such as heart disease, kidney failure and blindness.

Faustman's treatment involves re-training the immune system of diabetic mice so that their islet cells are no longer under attack. Faustman and her team came across two key findings in diabetic mice and humans: the immune cells died when they were exposed to the naturally occurring drug, TNF-alpha, and many of the immune cells were unable to display self-produced peptides — a process crucial for preventing the development of autoimmune reactions.

Because of these findings, the team designed a two-pronged treatment strategy. First, they triggered the expression of TNF-alpha in the mice in an attempt to destroy the immune cells that had gone awry. This approach never had been used for the treatment of type 1 diabetes.

In the next step of the two-pronged approach, the researchers addressed the lack of self-produced peptide display. The diabetic mice were injected with donor cells that expressed the self-peptides, which re-trained the newly emerging immune cells of the mouse, ensuring that they did not attack the islet cells.

Up to 75 percent of the treated mice had normal blood glucose levels that persisted for more than 100 days after the treatment was discontinued. Faustman and her group found no need to administer islet cell transplants or to intervene before symptoms arise the two major treatment approaches used for ty diabetic patients today.



For more information about this study, visit the MGH home page at *www.mgh.harvard.edu* or *www.massgeneral.org.*

Patient's legacy carried on through classmates' gift

According to his friends and family, 14-year-old Nick Ressler was someone who made an impression wherever he went. "He really was something else," said Sandra Pugsley, RN, who came to know Nick well as his primary nurse on Ellison 18. "He was very stylish, very funny and full of life. He was a wonderful kid."

When Nick died in April, after fighting a form of gastrointestinal cancer known as cholangiocarcinoma, those who had known him wanted to recognize his impact by paying tribute to his life and spirit. Nick's classmates, who are members of the student council at Concord Middle School in Concord, Mass., raised funds to purchase laptop computers for pediatric patients on Ellison 18. Wearing pins emblazoned with Nick's smiling photo, the students presented one of the laptops in a special ceremony June 12 before an audience that included Nick's parents, sisters and MGH caregivers.

The choice of laptops as a gift stemmed from a meaningful connection. "Since Nick had to spend so much time in the hospital, we all communicated with him online," explained student council officer Leora Kelman. "We came up with the idea to get laptops for the other kids in the hospital, so that they don't have to spend their time alone. W[illegible] the computers, they can stay in touch with their friends." Genuity I[illegible], the employer of Nick's father, Paul, also has donated six laptops to the MGH in Nick's memory.

The student council held a raffle and sold everything from candy to a scooter to earn $1,500 for the laptop. After presenting the computer to MGH child life specialist Heather Peach, the students stood in a circle, each sharing a memory of Nick — some tearful, most full of laughter. "He never gave up," concluded one classmate. "He inspired all of us so much, and we loved him. So this is for all the kids here at the hospital with friends who love them too." ●

After presenting a laptop computer to the staff of Ellison 18, classmates of Nick Ressler gather with his family and MGH caregivers.

Picnic brings MGH community together

Good food, music and fun were the highlights of the annual Summer Lunch and Diversity Celebration, hosted by James J. Mongan, MD, president of the MGH, June 27 on the Bulfinch lawn. MGHers received a delicious complimentary lunch, courtesy of the staff of MGH Nutrition and Food Services, and enjoyed the upbeat music of the Metro Steel Band. Employees also had the chance to decorate themselves with water-based temporary tattoos, supplied by The Fun Factory, and to take home elegant calligraphy provided by the Chinatown Association.

Mongan, far left, along with members of senior administration, greets an MGHer at the picnic.

Operations Support Staff Day recognizes heart of the MGH

They are the employees who typically work behind the scenes, ensuring the smooth and successful operation of the MGH. These employees were recognized at Operations Support Staff Day June 21. The day honors the commitment and contributions of support services staff at the hospital. The celebration occurred in three segments: a luncheon under the Bulfinch Tent for day-shift employees, a dinner for evening staff and boxed dinners in the East Garden Dining Room for all support services staff on the midnight to 8 am shift. A photo display in the Main Lobby shed light upon the stories of individual support staff members, many of whom have offered their talents and dedication to the MGH for decades. ●

Operations support staff employees gather at the lunch celebration.

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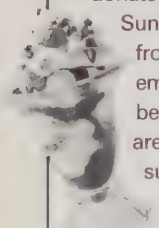
MGH HOTLINE

WHAT'S HAPPENING

Blood Donor Center sundae party

The MGH Blood Donor Center will offer free ice cream sundaes July 3 and 5 to employees who donate blood or platelets.



Sundaes will be served from 10 am to 4:30 pm, and employees who donate between 8:30 and 10 am are welcome to make their sundaes later in the day.

The Blood Donor Center is located in the Gray Lobby. For more information, call (617) 726-8177.

Ice cream celebration

In recognition of the MGH having the highest employee participation in the Boston Bike-to-Work Day Corporate Challenge, an ice cream party will be held on the Bulfinch Lawn July 12. All MGHers are invited to the celebration, which is sponsored by Ben & Jerry's. Ice cream will be available to Bike-to-Work participants beginning at 11:30 am, and to all employees from noon to 1:30 pm. For more information, contact David Jackson at (617) 724-4819.

Summer outings for families of interns, residents and fellows

The annual MGH summer program of midday swimming and picnics for families of medical interns, residents and fellows will begin July 11 and continues through August 15. For more information, call Keiko Shioda at (781) 221-0034, Dorothea Rodkey at (617) 484-6310 or Lisa Humphreys at (617) 723-6261.

Clifford D. Stewart III Memorial Scholarship Award

Applications now are being accepted for the second annual Clifford D. Stewart III Memorial Scholarship Award. The award is named in memory of Cliff Stewart, an employee of Walsh Brothers Construction, who served as a construction manager at the MGH for more than 20 years. Full-time MGH and Partners employees from all departments, who are pursuing education or training in any aspect of the building industry, are eligible. Applications must be submitted by July 21. For more information or to receive an application, contact Jim Guiry at (617) 724-3580.

MGHers commit to staying fit

Staff of The Clubs at Charles River Park were busy answering questions and giving tours at the MGH open house June 26. More than 200 MGHers became members of The Clubs, a full-service fitness center located adjacent to the hospital.

MGHers enjoy The Clubs open house.

According to Jeff Davis, senior vice president for Human Resources, The facility offers a valuable health and fitness benefit to MGH employees. "The feedback from employees who have become members has been overwhelmingly positive so far," he says.

Marie Morton, of MGH Environmental Services and a new member of The Clubs, agrees: "This is the best thing the MGH could do. A healthy employee is a happy and productive employee."

Employees who could not make it to the MGH open house are invited to visit The Clubs at any time to find out more about membership. For more information, call The Clubs at (617) 726-2900 or visit *http://is.partners.org/hr/affiliates/mgh_fitness.html*.

In memoriam

Joseph W. Gardella, MD, of MGH Internal Medicine and Harvard Medical School (HMS), died June 12 at the age of 86. Gardella was a founding member of the MGH Internal Medicine Associates, and also served both as a clinical instructor in Medicine and dean of students at HMS.

Donations in Gardella's memory may be made to the John D. Stoeckle Center for Primary Care, c/o the MGH Development Office, 100 Charles River Plaza, Suite 600, Boston, MA 02114. A memorial service for family, friends and colleagues currently is being arranged.

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Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475,
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
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July 6, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Healing art showcased at Illuminations reception

The MGH always has been dedicated to improving the comfort and lives of all patients. That care took on an extra dimension at an opening reception for the Illuminations art exhibit program on the Hematology/Oncology Outpatient Unit June 28.

Illuminations is a rotating art exhibit housed in the MGH Cancer Center. The program was created to bring enlightenment and inspiration in the form of art to cancer patients undergoing treatment at the hospital. Soothing paintings, photography, drawings, collages and other artistic expressions, crafted by local artists, are displayed throughout the Cancer Center for one season at a time. All pieces focus on the themes of life and human experience.

From left: artists MacInnes, Patton, Plum, Crowley and Andrews.

The exhibit, funded by a gift from The Friends of the MGH Cancer Center, was planned and organized by a committee led by Joelle Reed, communications manager for the MGH Cancer Center.

The opening reception marked the unveiling of work by six area artists, including MGHers Arch MacInnes, director of publications for MGH Public Affairs, who showed three collages, and Ellen Patton of the MGH Cancer Center, who displayed her photography. The other artists are: Karen Andrews of Lenox, Mass., who contributed a series of photographs; Julia Blackbourn of Cambridge, who displayed watercolor paintings; David Crowley of Rockport, who showed watercolor and oil paintings; and Mauny Plum of Boston, who contributed two watercolor paintings.

Each artist also prepared a written summary describing the methods and inspiration for their creations.

Bruce Chabner, MD, clinical director of the MGH Cancer Center, explained the significance of the program in his opening remarks. "We hope that this artwork will make the Cancer Center a place that people will feel comfortable in and interested in," he said. "Illuminations exists not only to provide art but also to express the heart of the community."

Barbara Cashavelly, RN, MSN, nurse leader of the MGH Hematology/Oncology Outpatient Unit, added that the exhibit had surpassed everyone's expectations. "Seeing this beautiful artwork, I am reminded of the purpose behind Illuminations — to make this a better place for our staff, families and especially patients," she said. "This program proves that care does not just involve medicine. It also is for the heart and soul, and that is what this art is all about."

For more information about Illuminations, call (617) 726-2689.

ADVANCES

Never-before-seen look inside the world of cancerous tumors

A powerful new high-resolution, three-dimensional imaging tool is providing researchers with never-before-seen views of what goes on deep within a living tumor. MGH scientists are using multiphoton laser scanning microscopy to visualize individual cells, allowing them to monitor gene expression, therapy effectiveness and interactions between tumor cells and normal cells. The work, published in this month's *Nature Medicine*, demonstrates that the technique could be adapted to measure a wide range of physiological parameters.

Since the researchers use a living mouse model, they can perform a variety of experiments and take numerous measurements over time. "We can see what's going on under the surface of the tumor without disturbing the tumor itself," says principal investigator Rakesh Jain, PhD, of MGH Radiation Oncology. Current imaging techniques do not have the same combination of depth and resolution. "This new technology gives us the ability to look deep inside the tissues of living

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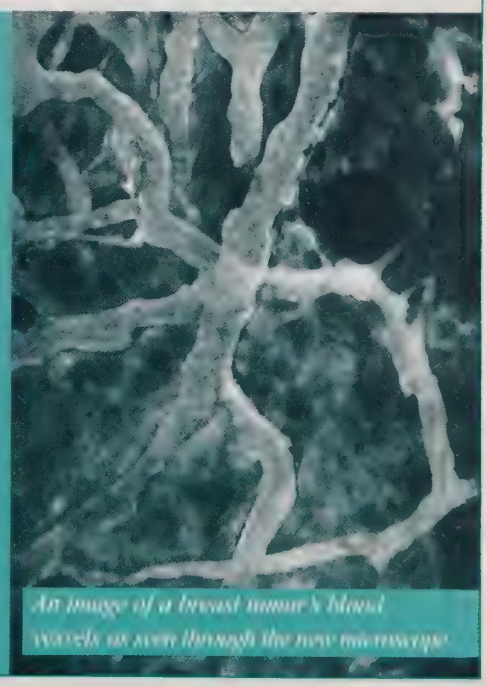


An image of a breast tumor's blood vessels as seen through the new microscope.

Macaluso awards spotlight excellence

While known as a celebration of patient care excellence at the MGH, the Stephanie M. Macaluso Expertise in Clinical Practice Awards ceremony also often brings tears to the eyes of all who participate in the biannual presentation. The emotional ceremony took place June 21, when the awards were presented to four clinicians representing MGH Nursing, Social Services and Respiratory Care.

The award recipients are: Neila Altobelli, RRT, respiratory therapist; Connie Dahlin, RN, advanced practice nurse for the Palliative Care Service; Sylvia Gordon, LICSW, clinical social worker at the MGH Revere HealthCare Center; and Catherine O'Malley, RN, perioperative staff nurse.

The awards were created in 1996 to recognize direct care providers in Patient Care Services, whose practice is based on caring, innovation, knowledge, the spirit of inquiry, leadership and teamwork.

The first recipient of the award in 1996 was Stephanie M. Macaluso, RN, a thoracic clinical nurse specialist who died in 1998. In honor of the high standards she set as a caregiver, the award now is known as the Stephanie M. Macaluso, RN, Expertise in Clinical Practice Award.

Before the awards presentation, Trish Gibbons, RN, associate chief nurse for the Center for Clinical and Professional Development, offered her observations about the importance of clinical expertise and recognition. "When we recognize the best in our professions, we make expert care visible," she said. "When we honor these caregivers, we reaffirm our deepest values and our own commitment to excellence. We share in the excitement because we too, are dedicated to making a difference every day."

From left, O'Malley, Dahlin, Gordon, Altobelli and Jeanette Ives Erickson, RN, MS, senior vice president of Patient Care Services and chief nurse.

MGHers graduate from coding program

The first graduating class of the Partners Medical Coding Program received certificates June 20 at a special ceremony for MGH, BWH and Partners employees who completed the two-year course of study. Of the 15 graduates, eight are MGHers.

Called Partners Coding College, the educational program is sponsored by MGH and BWH Human Resources and Health Information Services and is a collaboration with Northeastern University's Medical/Clinical Coding Certificate Program.

The program, funded by the US Department of Labor, offers any Partners employee the opportunity to advance to more skilled positions.

From left, Jeff Davis, senior vice president for Human Resources, with Coding College graduate, Sal-Yush Smith, and Annalee Collins, director of the Health Information Administration Program at Northeastern University.

— Cancerous tumors

(Continued from Page 1)

animals," says lead author Edward Brown, PhD, a post-doctoral fellow in Jain's lab.

The MGH scientists first looked at gene expression at the tumor site, focusing on the angiogenesis-promoting gene VEGF. Cancer cells can coax nearby normal cells to produce VEGF, recruiting nourishing blood vessels to the tumor. By imaging individual cells in and around the tumor, the MGH team could see exactly which cells turned on the gene. They also could visualize blood vessels deep within a cancerous mass, with the expectation that this information will offer clues to the mechanism of tumor angiogenesis.

The scientists also were able to use their technique to track individual cell populations within a tumor. Some cancer cells develop a hardiness that allows them to survive in areas of very low oxygen. The MGH team could visualize these cells as they migrated to the center of the tumor mass, far away from oxygen-rich blood vessels. Since cancer therapies generally are administered through the bloodstream, these cells might also be inaccessible to conventional treatments. Jain says that innovative strategies may need to be devised to target these cells. ●

MGH HOTLINE

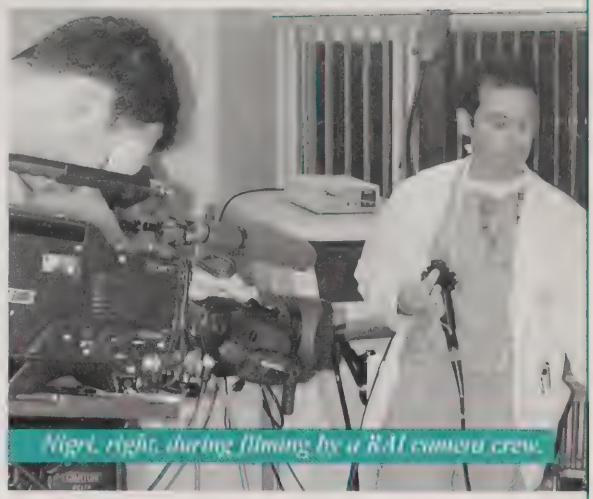
Going global: MGH medicine featured on Italian TV

Medical developments at the MGH frequently make the news in local and national media. MGH physicians, and the hospital itself, also receive requests for interviews from faraway international locations such as Japan, Australia and England. Most recently, new techniques in the use of lasers in medicine have landed the MGH on National Italian Television (RAI) in Rome.

"RAI is very well known in Italy and throughout Europe," explains Giuseppe Nigri, MD, of MGH Surgery. "Much of its programming is dedicated to scientific education. It's very much like the Discovery Channel here in the United States." Nigri, who grew up in Italy, served as a point of contact for the television crew when they came to the MGH in February.

The crew's visit was in preparation for a scientific documentary about the use of light in medicine, part of which will be broadcast throughout Europe July 10, with a second segment to follow in the fall. RAI host Lorenzo Pinna interviewed Rox Anderson, MD, research director of the MGH Laser Center, about new techniques in laser hair removal. Glenn LaMuraglia, MD, of MGH Vascular Surgery, and Nigri demonstrated the use of photodynamic therapy — therapy using light — in vascular surgery. The crew also interviewed Brett Bouma, PhD; Shari Hicks, MD; and Peter Dwyer, PhD, all of the Wellman Laboratories of Photomedicine. Nigri and his colleagues worked with MGH Public Affairs to bring the RAI crew into the operating room and on a tour of the labs.

"They were very impressed," Nigri says. "The crew wanted to explore new, cutting-edge technology in the use of light in medicine and they felt that the Wellman Labs offered the best of that technology." RAI has remained in close contact with Nigri since the crew returned to Italy, and producers invited him to come to Rome to assist in the editing process prior to the show's television debut.



Nigri, right, during filming by a RAI camera crew.

"It was a very nice experience, for RAI and for the hospital," Nigri says. "The crew really liked the organization and dedication that they saw here. And this further proves that the MGH is known all over the world as an exemplary medical institution."

For more information about photodynamic medicine and the Wellman Laboratories, visit *http://www.mgh.harvard.edu/wellman.*

Outpatient practices acknowledged for customer service

The top performers from the annual phone survey of outpatient practices recently were recognized by the Customer Service Department for the MGH and the Massachusetts General Physicians Organization (MGPO). The survey measures how easily callers can directly reach practice staff; courtesy and helpfulness of staff who are answering phones; and ease of using phone systems. The overall winners were: Cardiac Surgery, Physical Therapy, Social Services, Pediatric Surgery and MGH Charlestown Mental Health/Social Services.

More than 80 outpatient practices were called by an external survey vendor during a five-week period. According to Diane Hanscom, of MGH/MGPO Customer Service, overall performance only was a little better than last year's survey, but there was improvement in important areas such as access and courtesy.

"Answering the phones in a courteous manner when patients and others call is a high priority for the hospital and the MGPO," says Hanscom. "We still have room for improvement, but we are encouraged to see significant improvements in those practices that worked on their systems and sent staff to training."

Many efforts are under way to help practices improve, including the continuation of a phone service training course and modifying the phone survey to give practices feedback on a quarterly basis.

Top performers in the survey received a chocolate telephone and other prizes. At right, top, members of Cardiac Surgery received the top score for overall performance. At right, bottom, staff in Vascular Surgery were chosen as the "most courteous."

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MGH HOTLINE

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WHAT'S HAPPENING

MGH Cancer Center's HOPES Program workshops

The MGH Cancer Center's HOPES (Helping Our Patients and Families through Education and Support) Program will offer several workshops and seminars this month. Jill Oravitz, RD, will present "Safe Summer Grilling," July 11, from noon to 12:30 pm. Yoga instructor Luba Zagachin will offer classes July 12, 19 and 26, from noon to 1 pm. Janice Wesley, PT, will facilitate "Complementary Therapies: Hands-On Energy Work to Decrease Pain and Enhance the Immune System," July 18, noon to 1 pm. Regina Holdstock, RPh, of MGH Pharmacy, will present "Sunscreens Make Summer Sense," July 20, from noon to 12:30 pm. Michael McElhinny, Oncology chaplain, will discuss "Fear of Death: Spiritual Resources," July 24, from noon to 1 pm. Katie Binda, MSW, LICSW, of MGH Social Service, will present "Feeling Stressed? Simple Steps to Relax," July 25, from 11 am to noon. Cathleen Poliquin, RN, of the MGH Hematology/Oncology Unit, will facilitate "Bone Marrow Transplant: A Discussion," July 26, from 1 to 2 pm. Paula Rauch, MD, of MGH Psychiatry, will present "Parenting With Cancer," July 31, from 11 am to noon. All workshops are held in the Cancer Resource Room on Cox 1. For more information, call the HOPES Program at (617) 72-HOPES.

Update on payroll tax withholdings

The Economic Growth and Tax Relief Reconciliation Act of 2001 went into effect July 1, and new tax rates will be applied to MGH wages paid after June 30. Beginning with the July 5 payday, employees may notice that the amount withheld for federal taxes may be less than before July 1. Employees may change withholdings by filing a new W-4 form, available in the MGH Payroll Office. The Massachusetts state tax withholding rate also was reduced from 5.80 percent to 5.60 percent. FICA tax withholdings remain unchanged. For more information, visit *http://ftp.fedworld.gov/pub/irs-pdf/p15t.pdf*.

MGH bikers recognized with ice cream celebration

In recognition of the MGH having the highest employee participation in the Boston Bike-to-Work Day Corporate Challenge, an ice cream party will be held on the Bulfinch Lawn July 12. All MGHers are invited to the celebration, which is sponsored by Ben and Jerry's. Ice cream will be available to Bike-to-Work participants beginning at 11:30 am, and to all employees from noon to 1:30 pm.

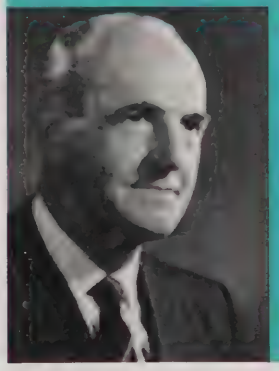
For more information, contact David Jackson at (617) 724-2819.

Boston Mayor Menino, left, presents a Bike-to-Work Day Challenge certificate to MGHer David Jackson.

In memoriam

Carter R. Rowe, MD, of MGH Orthopædics, died June 25 at the age of 94. He leaves behind his wife Mary, three sons and four grandchildren.

Rowe treated patients for 45 years as an assistant, visiting and senior orthopædic surgeon at the MGH. He taught at Harvard Medical School and authored a book, *Lest We Forget*, about the tradition and success of the MGH Orthopædics service. Rowe also served as president of the American Orthopædic Association and the American Shoulder and Elbow Surgeons.



Donations in Rowe's memory may be sent to the MGH Development Office, 100 Charles River Plaza, Suite 600, Boston, MA 02114.

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MGH Hotline is published weekly by the MGH Public Affairs Office.
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July 13, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH and BWH ranked among top hospitals in nation

As *Hotline* goes to press, the MGH has learned that it again ranked third in *U.S. News & World Report*'s annual honor roll of "America's Best Hospitals." BWH also made the list, ranking 11th. The MGH scored 26 points in 14 specialties, with a number one ranking in the psychiatry category for the sixth year in a row, as well as a number one ranking in the kidney disease category.

McLean Hospital ranked fourth in psychiatry and Spaulding Rehabilitation Hospital ranked 12th in rehabilitation. Massachusetts Eye and Ear Infirmary, a sister institution of the MGH, ranked fourth in eye care. In addition, Dana-Farber Cancer Institute ranked fourth for cancer services.

Johns Hopkins Hospital in Baltimore was ranked first overall, and the Mayo Clinic in Rochester, Minn., ranked second.

The MGH and BWH have been among the leading institutions since the publication began conducting the survey in 1990. The honor roll will appear in the July 23 issue of *U.S. News & World Report*, which will be available on newsstands July 16. For more information about the "Best Hospitals" issue, visit *www.usnews.com*.

Of the nearly 1,900 hospitals surveyed nationwide, the MGH ranked among the best hospitals in the following specialties:

Specialty:	*Rank:*
Cancer	13
Cardiology and heart surgery	3
Digestive disorders	4
Geriatrics	5
Gynecology	7
Hormonal disorders	2
Kidney disease	1
Neurology and neurosurgery	2
Orthopædics	3
Pediatrics	16
Psychiatry	1
Respiratory disorders	7
Rheumatology	6
Urology	8

Addressing the blood shortage: MGHers give gift of life

Blood products are among the most important resources at the MGH, holding the power to alter and help save lives. However, there tends to be an impression that blood is an everpresent resource, when actually it is becoming an increasingly precious commodity for clinicians and patients.

"Because we see so many critically ill patients, the MGH uses a disproportionate amount of blood supplies, compared to smaller hospitals serving less acute patients," explains Christopher Stowell, MD, PhD, of MGH Pathology and director of the MGH Blood Transfusion Service.

The MGH receives approximately half of its necessary blood supply from its in-house donor program, led by the MGH Blood Donor Center. Despite the generosity of employees and outside donors who come to the center and to the MGH bloodmobile, however, the need for blood continues to grow.

"Blood donation is something that has to be ongoing," says Kimberley Cronin, donor services manager at the center. Cronin and Stowell attribute the blood shortage to a number of problems. Not only is the economy slowing — making people less willing and able to take time off from work to donate — but the list of criteria that donors must meet to qualify continues to lengthen. For example, concerns about the human form of mad cow disease — which never has been transmitted through a blood transfusion — may lead to the disqualification of people who have spent as few as three to six months in Europe.

Not only are blood supplies diminishing, but acquiring blood is becoming more expensive. The MGH must pay the American Red Cross, the primary supplier of

(Continued on Page 2)

Dan Caulfield, of MGH Buildings and Grounds, enjoys a sundae after donating blood.

Celebrating the annual Bowditch Prize

The Nathaniel Bowditch Prize was created to recognize both clinicians and nonclinicians who have made significant contributions to improving quality of care while reducing costs at the MGH. The $5,000 award was established in 2000 by Charles and Nancy Munger, through the Alfred C. Munger Foundation, to honor Nathaniel Bowditch, a 19th-century pioneer in celestial navigation and an early supporter of the MGH. Nathaniel Bowditch's name still is a prominent one in maritime circles: a 108-foot tall ship (*pictured at right*) was christened in his honor.

Andrew L. Warshaw, MD, MGH surgeon-in-chief, chairs the Bowditch Prize selection committee, which currently is accepting nominations for the 2001 award.

According to Warshaw, all of the nominees for last year's award deserve credit and recognition for their hard work and dedication to the MGH. "It was difficult for us to choose a winner last year, so we chose two," he says. "The nominations we received were exceptional, and I know that this year's nominations will be equally as strong. I find it gratifying to be part of a program that recognizes and rewards some wonderful and important work that is contributing to the success of the institution."

The Bowditch

Below are excerpts from some of last year's award nominations:

Nominee: Sue Capanno, RN, of Cardiac Surgery "Sue Capanno has brought a human presence and a willingness to make things work to an area (pre-operative waiting for Cardiac Surgery) which has been problematic over the years. Her efforts can be shown to directly have saved a huge amount of expense and denied days for the hospital. Even if the dollars didn't matter, her work has been a success as she coordinates a very complex process."

Nominees: Harold Demonaco, director of Drug Therapy Management; W. Sunny Dzik, MD, co-director of the Blood Transfusion Service; and Kent Lewandrowski, MD, associate director of the Clinical Laboratories "Our three nominees have co-led the Operations Improvement Ancillary Utilization effort with measurable success. They began the fiscal year with a financial target of $1.6 million. Their task was to trim their departmental budgets through identifying unnecessary utilization of drugs, blood products and lab tests at the hospital. They have worked with the physician leadership to ensure that all suggested interventions are clinically appropriate. Through FY00's third quarter, they have collectively saved $1.4 million."

Nominee: MGH Medical Interpreter Services "Trained, capable medical interpreters allow encounters to happen with non-English speaking patients and their clinicians in efficient, empathetic and complete ways. Repeat tests are avoided; missed appointments are fewer because dates are confirmed; and compliance is higher because patients have an opportunity to ask questions and understand their situations more completely."

Nomination forms for the 2001 Bowditch Prize now are available. All nominations should be submitted by July 31. For more information, call (617) 726-8254. ●

Addressing the blood shortage: MGHers give gift of life

(Continued from Page 1)

blood products in Massachusetts, a processing fee for each unit purchased. Those prices are about to dramatically increase.

"There tends to be a belief that blood is a commodity that will always be plentiful and available," Stowell says. "People forget that the supply is not infinite, and they often don't realize that we have to pay for a large quantity of the blood we use at the hospital."

In addition, Cronin notes, the Red Cross itself is experiencing shortages: "When they have shortages, they can't give blood to us no matter how much we pay for it," she says. "And because of the price increases nationwide, all hospitals are trying to find less expensive resources from which to import blood. Because those other resources now are going to be tapped too, we have no back-up to go to if the Red Cross cannot provide us with blood."

While 60 percent of the hospital's donated blood is collected through the traveling bloodmobile, Cronin says that the percentage of in-house donations is increasing. "That's very encouraging, but we still need more," she notes. "With summer here, when donations tend to decrease, and the Red Cross anticipates shortages, it's increasingly difficult to maintain our supply at a safe level. But we want to emphasize that every single donor is so important, especially our employees. We need to do more to maximize collections here at the MGH, so that we can keep the supply steady for the patients who need it."

The center is hoping to attract even more employee donors through a series of events and promotions, such as last week's Make Your Own Sundae party (*see picture on Page 1*). The MGH vs. BWH Employee Blood Drive Challenge will begin Aug. 27, and a pizza party will be held Sept. 4 and 5.

Employees are eligible to donate every 56 days, and will receive a blood donor card listing their blood type after their initial donation. "Our donors mean so much to us and the hospital, and they should be applauded," says Cronin. "We need people to donate as frequently as possible. Everything we collect will be used."

The MGH Blood Donor Center is located in the Gray Lobby. For more information or to make an appointment to donate, call (617) 726-8177. ●

North End Community Health Center receives gift for its children's center

Representatives from the Unitarian Universalist (UU) Urban Ministry paid a special visit to the North End Community Health Center June 29, presenting an endowment check for $110,000 to the day care center that is housed there. The North End Children's Center will use the interest from the donation to run the daily operations of the facility, which has been a part of the North End Community Health Center since 1999. The North End Community Health Center became a part of the MGH in 2000.

At a special ceremony, UU Urban Ministry representatives Peter Coccoluto, acting executive director; James Staton, chief financial officer; and Oliver Ames, treasurer, presented the check to Tim Clifford, director of the North End Children's Center; Jim Luisi, executive director of the North End Community Health Center; and Elaine Wilson, a board member of the North End Community Health Center. ●

Representatives from the UU Urban Ministry pose for a photo with North End Community Health Center staff and children from the day care center.

Ethics Support Program: consultation with a simple phone call

In an environment as complex as that at the MGH, situations sometimes arise that present challenging ethical dilemmas — often without straightforward, clear-cut solutions. For example: With whom can a nurse discuss a dying patient's family who wishes to remove the patient from life support? What can a doctor do if a seriously ill patient refuses treatment and leaves the hospital? Where can patients find more information about obtaining an advance directive for their care?

The MGH has many resources for ethical questions — various committees, consult services, administrative resources and educational opportunities that exist to help staff. But for some MGH clinicians, especially those who are new to the hospital, finding the right resource to help with a particular issue might be challenging.

Beginning July 16, a subcommittee of the MGH Ethics Task Force is introducing an ethics support program, which will provide support to employees who encounter ethical questions or concerns. Those who need to access the service can page the Ethics Support Program through the hospital's page operator or through the Partners directory.

A group of volunteers from the various hospital ethics committees will respond to the paging system to help staff work through ethically problematic situations and direct them to the best resources. In the pilot stage of the program — which will run from July 16 to Sept. 15 — pager coverage will be available Monday through Friday, 8 am to 5 pm. Employees are encouraged to leave a message on the program's voicemail if situations arise after hours, and a response will be given the next business morning.

According to Alex Cist, MD, of the MGH Pulmonary and Critical Care Unit and a member of the ethics subcommittee, the aim of the new program is to provide centralization and coordination to the hospital's many ethical resources. "We hope to provide immediate support for employees who face ethical dilemmas," she says. "We have a gold mine of ethics resources at this hospital, more so than most institutions this size, and this program will help our employees utilize these resources."

Regina Doherty, MS, OTR/L, of MGH Occupational Therapy Services and also of the subcommittee, adds that the program will allow the committee to collect data to help the MGH Ethics Task Force target education for areas that are needed.

"Sometimes people get frustrated because they don't know who to call when they need help," she says. "This program will help triage calls to the right place, such as the Pediatric Bioethics Committee or the Optimum Care Committee. It also will help the committee see where the gaps in resources are, so that we can continue to develop our own expertise and provide further education in certain areas of the institution."

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MGH HOTLINE

WHAT'S HAPPENING

Course for design of clinical trials
The Education Unit of the MGH Clinical Research Program (CRP), in collaboration with the MGH Cancer Center, will offer an intensive course, "Design and Conduct of Clinical Trials," Mondays and Thursdays throughout September and October, from 5 to 6:15 pm in the Trustees Room on Bulfinch 2. The course will survey the theory and practice of clinical trials, review design and conduct of clinical research and enable participants to develop effective clinical trials. The course is geared toward second-year fellows and junior faculty. The course fee is $200. Enrollment is limited, and registration is required. For more information or to register, visit *http://crnet.mgh.harvard.edu* or call the CRP at (617) 726-1669.

MGPO quarterly meeting
All physicians and staff are invited to the Massachusetts General Physicians Organization (MGPO) Quarterly Meeting, July 18, from 5 to 6:30 pm in the O'Keeffe Auditorium. Speakers will include Peter L. Slavin, MD, chairman and CEO of the MGPO; Samuel O. Thier, MD, president and CEO of Partners HealthCare; James J. Mongan, MD, president of the MGH; and Anne J. Dubitzky, vice president of MGH/MGPO Managed Care Contracting and Marketing. Refreshments will be served. For more information, call (617) 724-9080.

Clinical Pastoral Education Program fellowships
Through the funding of the Kenneth B. Schwartz Center and the MGH Department of Nursing, fellowships now are available for the Winter 2002 MGH Clinical Pastoral Education Program. The program is open to persons from any discipline who work directly with patients and/or families in a health care setting, and who wish to integrate spiritual caregiving skills into their professional practice. Four Kenneth B. Schwartz Fellowships in Pastoral Care will be awarded to caregivers from non-pastoral disciplines, and two Spiritual Caregiver Fellowships will be awarded to MGH registered nurses who are in direct caregiver roles and have a minimum of two years of nursing experience. The program is part-time and will run from Jan. 7 through May 17, 2002. Sessions will be held every Monday — excluding Jan. 21 and April 1 — from 9 am to 5 pm. Additional hours will be negotiated for the clinical component. All applications are due by Sept.1. For more information or to receive an application, contact the MGH Chaplaincy at (617) 726-2220.

School Age Vacation Club
The MGH Backup Child Care Center will offer two School Age Vacation Club sessions in August. The first session will run from Aug. 20 to 24, and the second will run from Aug. 27 to 31. All employees' children, from kindergarten completion to 12 years of age, are eligible to participate in the program, which will include such activities as a tour of Fenway Park and a pizza party. Reservations will be accepted for the entire week only, and part-time slots are not available. Reservations will be taken by phone only July 18, beginning at 8 am. A tuition payment of $225 per week per child must be received by July 31. For more information or to make a reservation, call (617) 724-8414.

Clifford D. Stewart III Memorial Scholarship Award
Applications now are being accepted for the second annual Clifford D. Stewart III Memorial Scholarship Award. The award is named in memory of Cliff Stewart, an employee of Walsh Brothers Construction, who served as a construction manager at the MGH for more than 20 years. The award will recognize employees who demonstrate the qualities for which Stewart is remembered: commitment to excellence in the building industry, self-improvement, mentoring, helping others and dedication to the MGH campus and community. All applications must be submitted by July 21. For more information or to obtain an application, call Jim Guiry at (617) 724-3580.

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Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

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MGH Public Affairs Office
(617) 726-2206

Memorial service

A memorial service for Michelle Fiorentino, of MGH Cardiac Unit Associates, will be held July 23, from 4 to 6 pm in the Walcott Rooms. Fiorentino died May 19 at the age of 35. All MGH colleagues and friends are invited to attend.

July 20, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

New study tightens link between smoking and early menopause

Smoking can lead to premature ovarian failure, or early menopause, according to a new study by MGH researchers. The work, published in the August issue of *Nature Genetics* — and available online July 16 — eventually could have implications for fertility, menopause and women's overall health.

"We've uncovered a mechanism to explain why premature ovarian failure occurs following exposure to toxic chemicals in the environment," says principal investigator Jonathan Tilly, PhD, of the MGH Vincent Center for Reproductive Biology. "Women who smoke undergo menopause earlier, and we've correlated this with exposure to a class of chemicals in tobacco smoke that accelerate the death of egg cells in the ovaries."

Through mouse studies, Tilly and his team found that cigarette smoke-derived chemicals called polycyclic aromatic hydrocarbons (PAHs) bind to a receptor called the AHR inside egg cells of the ovaries. This binding triggers the expression of a gene called Bax within an egg's nucleus. The elevated level of Bax then initiates a suicide command, and the egg undergoes programmed cell death. Using mouse models, Tilly's team also found that eggs with inactivated AHR or Bax genes were resistant to PAH-induced death, indicating the functional importance of the two players in premature ovarian failure resulting from exposure to these toxic chemicals.

To demonstrate the relevance of their findings to humans, Tilly and his colleagues grafted human ovarian tissue under the skin of mice. After treating the mice with PAHs, they showed that Bax expression and programmed cell death indeed occurred

(Continued on Page 3)

Changes announced in MGH administration positions

The MGH Administration will undergo significant changes in the next several weeks, as the successors to two key leadership positions were named last week and another position was upgraded to a vice president role.

Jean Elrick, MD, has been selected as senior vice president for Administration, succeeding Michael S. Jellinek, MD, who became president of Newton-Wellesley Hospital in April. Joan Sapir has been chosen as vice president for Neurosciences and Pediatrics, succeeding Jane Holtz, who is retiring from the MGH.

In addition to these changes, Allison Rimm, director of the Office of the President, will assume the role of vice president of External Affairs, reflecting her additional responsibilities as a liaison to key departments within Partners HealthCare System.

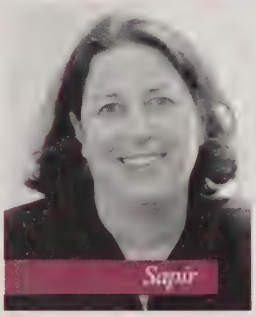
"We are very fortunate to be able to fill these important leadership positions from within the MGH family," says James J. Mongan, MD, president of the MGH. "I think this is further testament to the high caliber of talented, knowledgeable and skilled professionals we have at this hospital."

Elrick joined the MGH in 1986, when she became a resident at the hospital after graduating from Harvard Medical School. She then became a fellow in Critical Care Medicine in 1990 and received her professional staff appointment in Anesthesia in 1991. Elrick joined the Operations Improvement program in 1995, which she went on to lead, and also served as director of the Decision Support Unit. In 1996, she accepted a role at Partners as director of Clinical Improvement, while continuing her clinical practice at the MGH. That same year, she completed an advanced management program at Harvard Business School. In 1998, she became a vice president for Partners. Elrick will assume her new role at the MGH Aug. 27 and will continue her clinical practice.

Sapir also has had considerable experience at the hospital, serving in dual roles within the MGH and the Massachusetts General Physicians Organization (MGPO), most recently as vice president of Customer Service and Practice Support. In that role, she was responsible for customer service for referring physicians, patients and visitors, as well as support of all ambulatory care services for the hospital and the MGPO. In addition, she has held several leadership positions for such departments as Information

(Continued on Page 2)

Elrick


Sapir

Rimm

— Administration positions

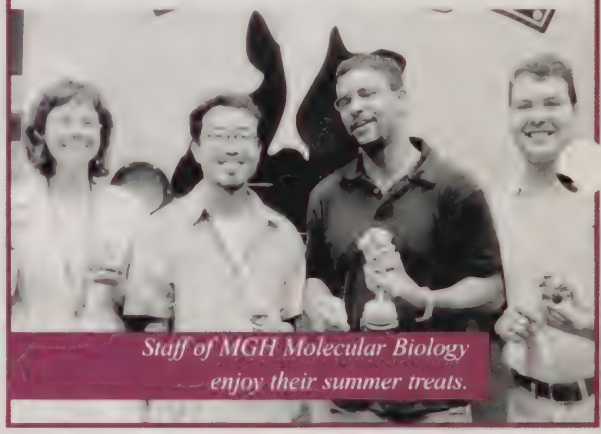
(Continued from Page 1)

Systems, Ambulatory Care Managed Care Operations and Administration. A graduate of Yale University, Harvard Graduate School of Education and the Harvard Graduate School of Business Administration, Sapir joined the MGH in 1986 after six years at Beth Israel Hospital, where she served in several roles, including as an assistant director.

Since 1995, Rimm has served as director of the MGH Office of the President, where she is responsible for the strategic direction and day-to-day management of the office. In addition, she provides executive oversight of Public Affairs, Government Relations, the Multicultural Affairs Office and the Health Insurance Access Program. She now also will serve as liaison to key Partners activities and services, such as Information Systems and Real Estate. Even before assuming this role, Rimm was no stranger to the MGH. She first was introduced to the hospital in 1986 as a research technologist for the Pediatric Gastroenterology Unit before she embarked upon her career in health care policy and management. A graduate of the University of Massachusetts at Amherst and the Harvard School of Public Health, Rimm has held several policy and regulatory positions at Blue Cross and Blue Shield of Massachusetts, the Massachusetts Department of Medical Security and the Executive Office of Human Services for Massachusetts. ●

MGH bikers earn ice cream

Few treats pack as much summer punch as a tasty scoop — or two — of ice cream. Thanks to the efforts of employees who rode their bikes to work during the Boston Bike-to-Work Corporate Challenge, MGHers were able to sample delicious new Ben and Jerry's ice cream flavors July 12. Staff from a Ben and Jerry's truck parked on the Bulfinch lawn served scoops of the frozen goodies to Bike-to-Work participants and all other MGHers from 11:30 am to 1:30 pm. The celebration was the hospital's reward for having the largest number of participants in Boston Bike-to-Work Week, a citywide effort to promote bicycle commuting.


Staff of MGH Molecular Biology enjoy their summer treats.

Ground-breaking work: Construction begins on new ambulatory care building and jail site

After many meetings, reams of blueprints and months of planning, preliminary work to demolish the east wing of the Charles Street Jail has begun, a major step toward construction of a new ambulatory care building and underground garage.

Built in the late 1840s, the jail has a rich history that has placed it on the national and state Registers of Historic Places. Because of its architectural and historic significance, careful planning has been undertaken to preserve the integrity of the building.

For the past few weeks, workers have been documenting, photographing and labeling pieces of granite *(see photos at left)* from the east wing before they are moved to an offsite storage location. Once this process is complete, approximately 750 stones will have been documented, so that they can be put back into their original places when part of the east wing is restored after completion of the underground garage. In a few weeks, work will begin to remove the roof of the east wing.

MGH addresses safety standards: revised policy introduced

Issues of quality and safety in health care recently have been making headlines in the media. Among the latest reports was the announcement of new rules set by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) that require hospitals to tell patients if they have been harmed as a result of a medical error. While there now is a nationwide focus to raise the bar of expectations for quality and safety measures in hospitals across the country, that focus already has been present at the MGH for years.

According to Cy Hopkins, MD, of the MGH Office of Quality and Safety (OQS), the hospital's policy about adverse events and medical errors has long been in line with the new JCAHO standards. The hospital's policy recently was revised, however, to include more explicit details that will help support efforts to maintain a safe environment for all patients, staff and visitors.

The revised policy encourages employees to promptly report any incident or potential incident without fear of negative consequences for initiating the report. Appropriate action will be taken to manage the incident, with the welfare of the patient given priority. The policy states that caregivers have a professional and ethical obligation to inform patients and their families about incidents that may have affected their care. Employees and staff members can work with their clinical supervisors, OQS staff or the chairs of the Quality Assessment Committee to receive help with this kind of communication.

Staff of the OQS, which was established by MGH leadership last fall, currently are informing and educating MGH clinicians about the revised policy. "We want to make sure that hospital staff are aware of the revised policy, which was made more explicit to give more support to our employees. It also gives us an opportunity to learn from these situations and make improvements when needed," says Hopkins.

The revised policy is one of several initiatives that are being introduced by the OQS to help establish a culture of safety at the MGH. OQS staff members are developing a medication error prevention project that monitors the hospital's efforts in reducing such errors. The OQS is developing a better tracking mechanism for incident report follow-up. They also can provide a root cause analysis for certain incidents to evaluate problems that can be addressed to prevent future occurrences.

For more information about hospital safety policies, call the OQS at (617) 726-9282. ●

Smoking and menopause

(Continued from Page 1)

in the human eggs within the grafts in a manner identical to that observed in mouse ovaries.

Because of the prevalence of PAHs in tobacco smoke, the current data strongly support the hypothesis that the early onset of menopause in women smokers is at least partly due to PAH-induced egg cell death, according to Tilly. His group's work has defined the actual molecular mechanism that triggers inappropriate death of eggs after exposure to PAHs.

"We need to get people away from thinking that toxic chemicals cause harm in a generalized manner. Here we have mapped how a chemical, through several discrete steps, influences specific genetic events that lead to cell death," he says.

Tilly hopes that this new human graft mouse model also will allow researchers to conduct studies of other potential biohazards and drugs to test their effects on the health of women's eggs.

For more information about this study, visit the MGH web site at *www.massgeneral.org.* ●

MGH Orthopædics pays tribute to Harris

Visiting physicians and friends from around the country and the world, along with MGH and Partners Orthopædics, recently honored renowned MGH orthopædic surgeon William H. Harris, MD, with a special two-day scientific symposium and black-tie banquet celebration. Both were organized to recognize his long career as a surgeon, teacher and researcher.

"The scope of Dr. Harris' accomplishments is vast and ranges from the discovery of the nature of osteolysis to the development of important surgical techniques and implants," says Harry Rubash, MD, chief of MGH Orthopædics. "Hundreds of thousands of patients have led longer and fuller lives as a result of his work. The diversity of this symposium symbolized his tremendous career and the legacy of critical investigation, thorough analysis and innovation that he has cultivated in the work of his students and colleagues."

The tribute to Harris was called a "festschrift" — translated from German, "fest" means celebration and "schrift" means writing. The product of a festschrift celebration is a volume of writings by different authors presented as a tribute. Scientific papers from the Harris Festschrift will be published in a supplement of the *Journal of Arthroplasty.*

Edith Weinberg, administrator of the Orthopædic Biomechanics and Biomaterials Laboratory, presents to Harris a framed picture of his lab and clinical office staff.

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MGH HOTLINE

WHAT'S HAPPENING

Buddhist meditation sittings
The MGH Chaplaincy will offer Buddhist meditation sittings every Wednesday beginning July 18, at 5:30 pm in the MGH Chapel. For more information, contact the Chaplaincy at (617) 726-2220.

Advanced Cardiac Life Support Provider courses
The MGH Department of Emergency Services will offer a series of two-day Advanced Cardiac Life Support provider courses, Aug. 16 and 20, Sept. 24 and 27 and Nov. 12 and 19. The tuition fee is $150 for MGH employees, $165 for Partners and Harvard Medical School-affiliated employees and $200 for all others. For more information or to request an application, call (617) 726-3905.

Friends Fighting Breast Cancer harbor cruise
Friends Fighting Breast Cancer will host a Boston Harbor Cruise aboard the *MV Provincetown II*, Aug. 15, sailing from 200 Seaport Blvd. at the World Trade Center at 7 pm. The price is $40 per person, and all proceeds will benefit breast cancer research at the MGH. For more information, call Chris Lojko in MGH Development at (617) 724-2818. For tickets, call (978) 664-5027.

Senior Supper Club summer programs
The MGH Senior Supper Club will offer two summer programs in August. Harold Demonaco, of MGH Pharmacy and director of MGH Drug Therapy Management, will present "How to Get the Best Value for your Prescription Dollar," Aug. 9, at 5 pm in the East Garden Room adjacent to the Eat Street Café. Lori Saulnier, a surgical technician at Cornea Consultants, will present "The Golden Years: Seeing More Clearly — Cataracts and other Common Problems," Aug. 23, 5 pm in the East Garden Room. All club members are welcome, and newcomers are invited to register outside the MGH General Store at each event. For more information, call (617) 726-4600, ext. 7802.

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In memoriam

Khosrow Momtaz, MD, of the MGH Dermatology Service, died May 20 at the age of 53. He was an attending physician for MGH Dermatology for 24 years, and was known for his clinical research in psoriasis, photomedicine and laser dermatology. A memorial service will be held July 24, at 6 pm in the Walcott Room on WACC 1. All MGH colleagues and friends are invited to attend. Contributions in Momtaz's memory may be sent to Partners Cancer Research, c/o Partners Development, 100 Charles River Plaza, Suite 600, Boston, MA 02114.

From bedside to ballfield for charity

MGH and BWH physicians devote their lives to fighting illnesses and injuries. Yet July 13, the battle they and other Partners employees waged was a friendly rivalry that took place on the baseball diamond of Fenway Park. The day-long event raised funds for Action for Boston Community Development (ABCD), Boston's oldest anti-poverty organization.

Physicians and other employees from both the MGH and BWH have participated in the "Field of Dreams" fundraiser since it began four years ago. "Field of Dreams" pits corporate softball teams against each other in an all-day tournament.

Members of the Partners "Field of Dreams" team

July 27, 2001

MGH HOTLINE

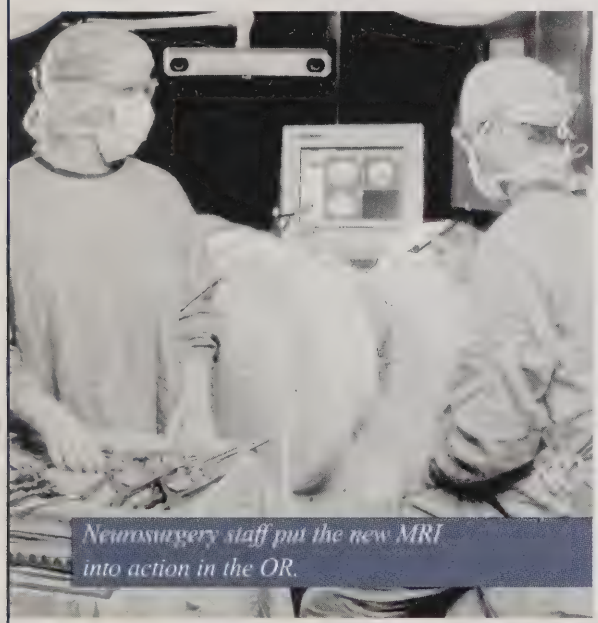
A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

New intraoperative MRI advances Neurosurgery at the MGH

MGH Neurosurgery recently added a new dimension in technology to further advance care for patients: the Polestar N-10 Intraoperative Magnetic Resonance Imaging (MRI) system.

The new device differs from other MRIs in that, rather than being heavy and stationary, it is compact enough to easily maneuver in a standard operating room.

"This is the MRI equivalent of a portable X-ray," says Robert Martuza, MD, chief of MGH Neurosurgery. The machine can be wheeled to the patient table during surgery and can be stored underneath the table when not in use.



Neurosurgery staff put the new MRI into action in the OR.

Martuza also touts the MRI's benefits as a state-of-the-art surgical tool. "This device makes surgery safer for our patients," he says. "Physicians now can view images during the actual operation, rather than having to look at images made preoperatively and post-operatively. The MRI offers real-time visualization during all stages of brain surgery, so that neurosurgeons can plan the path of the surgery at every point."

The new MRI also gives a much more accurate road map of brain tumors, so that surgeons can clearly see where the tumor begins and normal tissue ends. This allows clinicians to verify that all of the tumor has been removed prior to ending the surgery — eliminating unnecessary second operations for patients. It also aids in quickly detecting possible intraoperative or postoperative problems.

This type of MRI first was used in Tel Aviv and Switzerland. It was brought to the MGH through the efforts of Brooke Swearingen, MD, of MGH Neurosurgery, who established contact with Odin Medical, the company that manufactures the machine. The MRI now is used in surgery at the MGH several times a week, and neurosurgeons have been pleased with the results.

The MRI's use in the operating rooms (OR) creates many possibilities. "This machine is easy to incorporate as a routine part of the OR, with regular instruments," (*Continued on Page 2)*

Soccer stars spread cheer to pediatric patients

They not only are Boston's newest professional athletes, but also are known as some of the best soccer players in the world, having competed in the World Cup and Olympics. Two members of the Boston Breakers women's soccer team brought their energy — and a few game tips — to MassGeneral Hospital for Children when they paid a visit to Ellison 18 July 16.

The Breakers are part of the Women's United Soccer Association, a professional league that made its debut in April. Defense players Kim Calkins and Kate Sobrero — along with team mascot "Sweeper" the harbor seal — visited patient rooms, posed for photos, signed autographs and handed out team magnets and stickers. The visit was organized by MGH child life specialist Tracie Grant.

Patient Mike Herrick enjoyed meeting the players and swapping soccer stories. "I've played soccer since I was four years old, so it really was great to have professionals visiting," he said. Sobrero noted that the team felt the same way: "The kids are adorable, and it meant a lot to us to spend some time with them."

From left, Boston Breakers players Sobrero and Calkins visit a patient.

— New intraoperative MRI

(Continued from Page 1)

explains Martuza. While large and bulky MRIs once prohibited surgeons from operating with standard neurosurgical instruments in the space they required, he says, "We now can perform complex neurosurgery with standard equipment, in a standard neurosurgery OR, with all of the necessary tools readily available. The machine can be quickly moved out of the way or can stay in place as needed."

Martuza expects that the intraoperative MRI eventually will be an asset not only for the eradication of brain tumors, but also for other types of neurosurgery, including pediatric neurosurgical procedures. "Its portability makes it an excellent candidate for surgery on the brain or spine of small children," he says.

In addition to the new MRI, MGH Neurosurgery also offers portable Computed Tomography (CT) scans in the OR and in the Intensive Care Unit. "Intraoperative imaging allows the surgeon to see changes within the brain as the surgery progresses," Martuza says. "We are one of the few hospitals to offer both an intraoperative MRI and portable CT scanning. Each has its own specific imaging advantages in the OR, and it is great to be able to make the best technology available to every patient."

For more information about MGH Neurosurgery, call (617) 726-8581 or visit *http://neurosurgery.mgh.harvard.edu.* ●

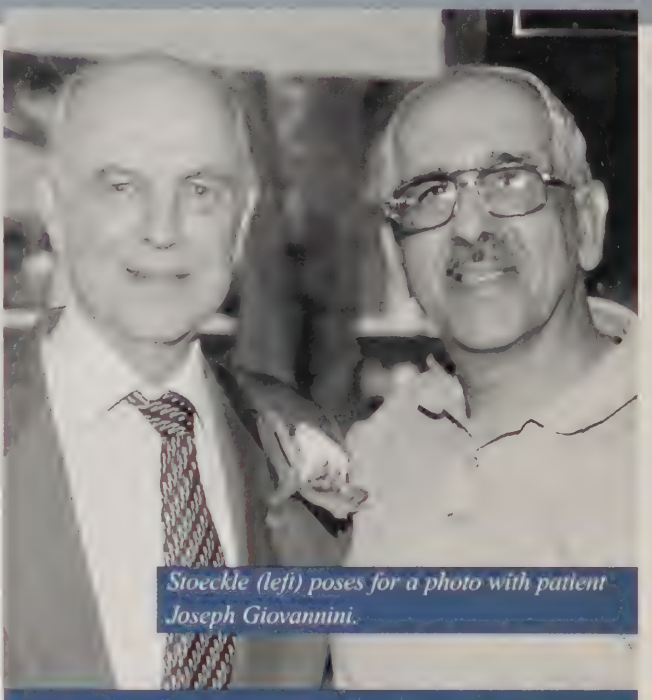
Medical music: Partners Night at the Pops

Great minds both in music and medicine joined together at Boston's Symphony Hall July 13 for the fourth annual "Partners Night at the Pops: A Celebration in Honor of our Physicians." Partners physicians and guests comprised an audience of more than 2,000 music lovers who took in the sounds of the Boston Pops, the band Marachi Cobre and swing dance and Latin music performers.

The highlight of the evening came in the form of 15 Partners physicians and their guests participating in the inaugural "Physician Swing Dance Contest," judged by a panel that included Jeanette Ives Erickson, RN, MS, senior vice president for MGH Patient Care Services and chief nurse.

After all 15 contestants were declared winners, they joined Samuel O. Thier, MD, president and CEO of Partners, on the dance floor for a fitting end to a memorable evening. ●

Partners staff and guests celebrate their night at the Pops.



Stoeckle (left) poses for a photo with patient Joseph Giovannini.

Patients, staff bid farewell to beloved MGH doctor

For nearly half a century, John D. Stoeckle, MD, of MGH Internal Medicine, has been a beloved figure both in the hospital and in his large and diverse community of patients. Hundreds of those patients, along with colleagues and friends, gathered to thank Stoeckle at his retirement celebration July 12.

Guests were treated to live piano melodies, desserts and hors d' oeuvres under the Bulfinch Tent as they patiently waited in a lengthy line to greet Stoeckle. Message books quickly were filled with heartfelt tributes to the physician, who is widely credited with cementing the value of primary care at the MGH, sharing his philosophy that "the secret of caring for the patient is to care."

Despite leaving his clinical post, Stoeckle will remain active in the MGH community, largely through his work with the John D. Stoeckle Center for Primary Care. The center was established last year to commemorate and continue his work in improving primary care. Under the leadership of its advisory board and co-directors Michael Barry, MD, of MGH Internal Medicine, and James Perrin, MD, of MassGeneral Hospital for Children, the center fosters collaboration and understanding between clinicians and patients.

For more information about the Stoeckle Center, call (617) 724-8824 or send e-mail to *shayman@partners.org.*

MGH Vital Signs: FY 2001 second-quarter results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 2000
Net Patient Service Revenue	$429.0	$ 0.4	$385.9
Research Revenue	139.8	0.1	127.3
Other Operating Revenue	41.5	3.7	38.6
Total Revenue	610.3	4.2	551.8
Salary and Benefits	232.8	(2.5)	206.2
Supplies and Outside Services	142.4	(4.6)	120.0
Other Operating Expenses	127.4	1.1	122.3
Direct Research Expenses	97.3	(0.1)	89.3
Total Expenses	599.9	(6.1)	537.8
Current Operating Gain (Loss)	10.4	(1.9)	13.9
Restructuring Charges	0	0	0
Prior-Year Adjustments	0.0	0.0	5.5
Gain (Loss) from Operations	**10.4**	**(1.9)**	**19.4**
Non-operating Gains (Losses)	15.1	5.3	23.4
Net Gain / (Loss)	$ 25.5	$ 3.4	$ 42.8

Financial overview: Although the MGH had a positive second quarter, the financial results were slightly behind budget. The year-to-date operating gain is $1.9 million behind the budgeted target of $12.3 million. Inflationary pressures continue to affect expenses. For example, managers have been using more expensive non-permanent employees because of the tight labor market. Expenses because of medical/surgical supplies, pharmaceuticals and implants have driven the 3.7 percent supplies overage. The $2.0 million utilities variance is a result of volatile steam expenses.

Admissions exceeded the prior year by 2.8 percent, but continued to lag behind this year's budget target. Admissions should rebound in the second six months, but are expected to fall short of the FY'01 admissions budget. In March, the hospital experienced an increase in births, which should continue and will catch up to budget by the end of the fiscal year. Opening additional inpatient beds also will help to accommodate additional volume and enable admissions to grow in key areas.

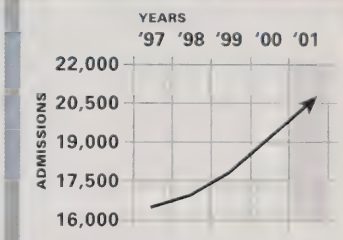
Length of stay (LOS) crept up to nearly 6.0 days, 11 days above budget and .04 days longer than last year. Several initiatives established through the Clinical Performance Management program continue to focus on improving patient flow and reducing LOS.

Outpatient visits were slightly below budget and 2.2 percent behind FY'00. Health center visits and Emergency Department visits partially offset the unfavorable variance in the main campus visits. Total outpatient visits were significantly affected by the March snowstorm, which closed the health centers and main campus practices for one full day. Outpatient ancillary volume is expected to increase slightly in the second half of the year.

Admissions

FY '01 actual:	20,551
FY '01 budgeted:	20,958
FY '00 actual:	19,992
Patient days	123,068
Inpatient surgeries	8,510
Births	1,660

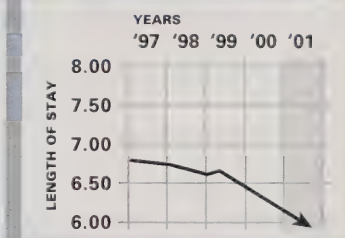
Five-year trend



Length of stay

	Days
FY '01 actual:	5.99
FY '01 budgeted:	5.88
FY '00 actual:	5.95

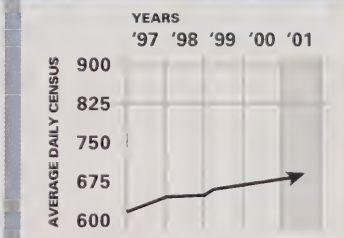
Five-year trend



Average daily census

FY '01 actual:	676
Average beds in service	855
Occupancy rate	79.09%
FY '01 budgeted:	677
FY '00 actual:	653

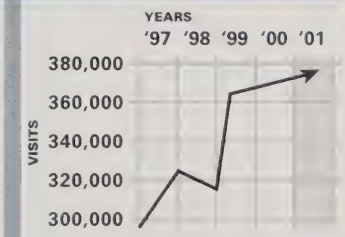
Five-year trend



Outpatient visits

FY '01 actual:	376,028
Clinic visits	202,102
Health center visits	136,825
Emergency visits	37,101
FY '01 budgeted:	377,365
FY '00 actual:	384,415
Outpatient surgeries	7,268

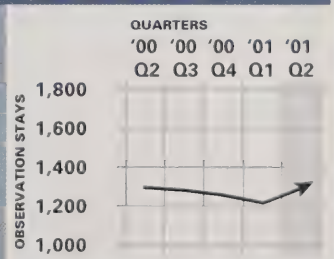
Five-year trend



Observation stays

FY '01 actual:	2,554
FY '01 budgeted:	2,788
FY '00 actual:	2,746
Chemotherapy infusion	142
Routine post-procedure recovery	767

Five-quarter trend



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MGH HOTLINE

WHAT'S HAPPENING

MGH Chelsea at Latin American Festival
The MGH Chelsea HealthCare Center will be among the sponsors of the annual Latin American Festival in Chelsea, 10 to 4 pm, Aug. 3, 4 and 5. The festival will celebrate the Latin American culture through music, food, information tables and more. Health center staff will be on hand to offer face painting and fun giveaways, as well as to share literature and answer health-related questions. For more information, call the center at (617) 884-8300.

Spaulding Rehabilitation nursing course
Spaulding Rehabilitation Hospital will offer "Rehabilitation Nursing: Process and Principles," a 13-week course for nurses specializing in rehabilitation and/or preparing for the certification examination in rehabilitation nursing, beginning Sept. 11. Classes will meet every Tuesday through Dec. 4, from 4 to 6 pm at Spaulding, 125 Nashua St., Boston. The registration deadline is Aug. 4. For more information or to register, call Sheila Golden-Baker at (617) 573-2390 or send e-mail to *sgoldenbaker@partners.org*.

MGH quilting guild
MGH volunteers are looking for individuals to join a quilting guild within the MGH community. The group will create comfort quilts for MGH pediatric patients and for a variety of projects. For more information or to join the guild, call the MGH Volunteer Department at (617) 726-8540 and leave a message for Jill Martuza.

Bowditch Prize nominations
Nominations currently are being accepted for the 2001 Nathaniel Bowditch Prize. The award recognizes clinicians and non-clinicians who improve quality of care at the MGH while reducing costs. Nominations must be received by July 31. For more information, call (617) 726-8254.

Buddhist meditation sittings
The MGH Chaplaincy will offer Buddhist meditation sittings every Wednesday at 5:30 pm in the MGH Chapel. For more information, call (617) 726-2220.

IN GENERAL

Rev. Ana Ruth Higbee-Barzola, an interfaith chaplain in the MGH Chaplaincy, received the Outstanding Institutional Chaplain Award from the Board of National Ministries of the American Baptist Churches at its annual meeting in Providence, RI.

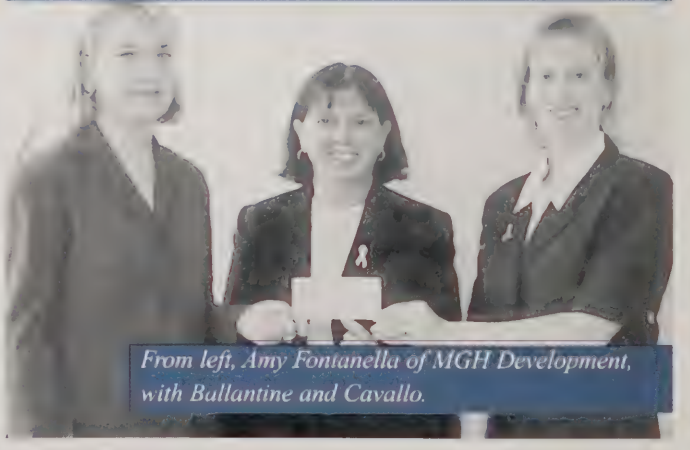
Kurt J. Isselbacher, MD, of the MGH Cancer Center, recently received an honorary doctorate of science degree from Northwestern University in Evanston, Ill.

Jay Loeffler, MD, chief of MGH Radiation Oncology, received the Dr. Jacob Fabrikant Memorial Award from the International Stereotactic Radiosurgery Society at the organization's biannual meeting in Las Vegas June 13. Loeffler was recognized for his lifetime achievement in the field of stereotaxy.

Jonathan L. Tilly, PhD, of the MGH Vincent Center for Reproductive Biology, is among the recipients of the Steven and Michele Kirsch Foundation Medical Investigator Awards. Tilly received a grant award for his research in genetics of normal and premature menopause.

Offering hope for breast cancer patients

Friends with Hope founders Janet Ballantine and Cheryl Cavallo of Pembroke, Mass., recently presented the MGH with a check for $20,000 to support breast cancer research. Ballantine and Cavallo, who both are battling breast cancer, started the organization last year to raise much needed funds to support research and to educate women about early detection. The group organizes fundraisers on the South Shore, including an annual 5K walk and dinner dance at the Halifax Country Club. For more information about Friends with Hope, call (781) 293-2019 or visit *www.geocities.com/friendswithhope*.



From left, Amy Fontanella of MGH Development, with Ballantine and Cavallo.

Submit news tips and story ideas to the *MGH Hotline*

Contact editors by phone
Victoria Brady, editor, at 724-6433; or
Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

August 3, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

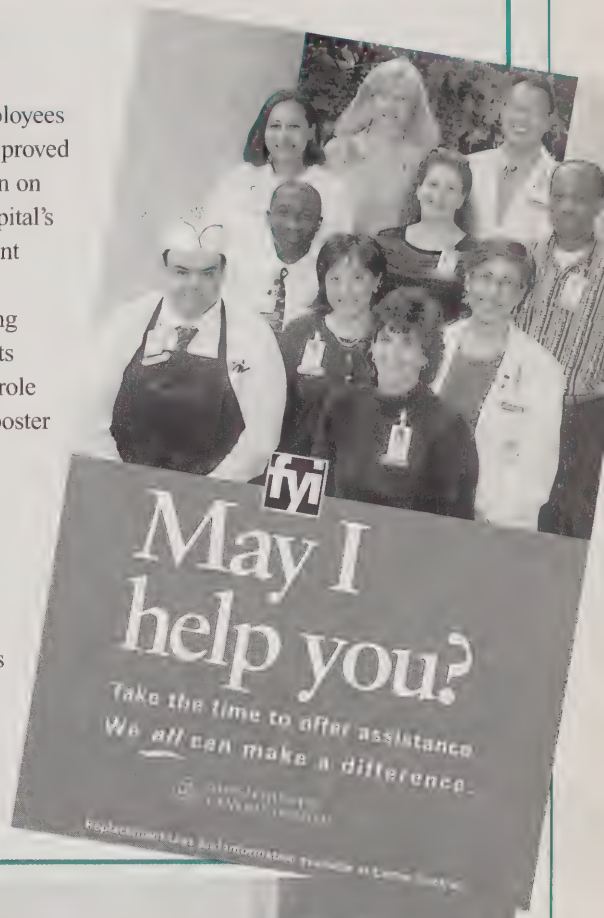
"FYI" campaign returns, features customer service poster

The MGH is bringing back its "FYI" campaign to communicate to employees important information within the hospital community. The FYI campaign proved to be so successful in helping MGH employees prepare for the Joint Commission on Accreditation for Healthcare Organizations (JCAHO) survey last fall that the hospital's JCAHO steering committee plans to use this program again to highlight important hospital activities, programs and policies.

The campaign resumes this week with the distribution of FYI posters featuring an important aspect of providing excellent service at the hospital: helping patients and visitors. The poster is meant to encourage all employees, regardless of their role or location within the hospital, to assist patients and visitors when needed. The poster (*at right*) features a picture of MGHers who are participants in the "May I Help You?" program, a hospitalwide customer service effort.

"The FYI campaign has really helped us to reinforce key messages, such as patient confidentiality, disaster planning and continuous staff improvement initiatives," says Maryanne Spicer, director of MGH Corporate Compliance and chair of the JCAHO steering committee at the MGH. "We hope to continue the effort to help keep employees informed and educated about their individual roles in providing the best care for our patients."

For more information about the "May I Help You?" program, call Melanie Cassamas at (617) 726-1816. For more information about the FYI campaign, call Victoria Brady at (617) 724-6433.



Girl Scouts catch glimpse of future at MGH

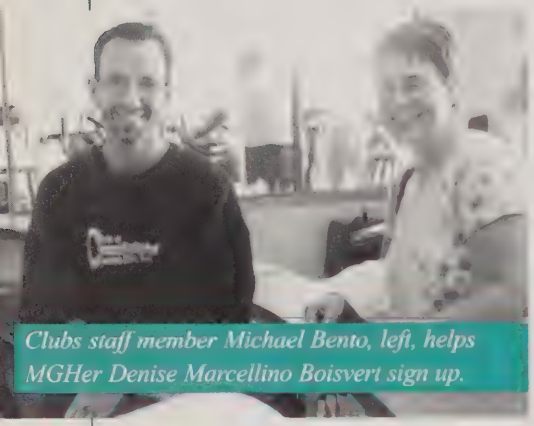
Girl Scouts from across the nation had the opportunity to experience health care careers firsthand when they visited the MGH July 26 and 27. The trip was part of an intensive 10-day leadership conference organized by the Patriots' Trail Girl Scout Council of Greater Boston and Simmons College. The MGH visit, coordinated by Donna Perry, RN, of the MGH Center for Clinical and Professional Development, was meant to shed light on the impending shortage of health care workers and to illuminate the many opportunities available to young people in such areas as nursing, medicine, social service and other clinical disciplines.

In addition to tours and presentations, the more than 50 participating scouts had a chance to shadow MGH clinicians for a half day of hands-on learning that included taking X-rays, viewing film and donning scrubs for a closer look at the operating room.

From left, Girl Scouts Elaine Robancho and Jennifer Allen donned scrubs for their MGH visit.

MGHers commit to staying fit

The Clubs at Charles River Park, a full-service fitness center adjacent to the MGH, opened its doors to MGH employees July 1. To date, the facility has enrolled more than 700 MGHers who are eager to stay fit with two swimming pools, state-of-the-art exercise equipment, a variety of classes and help from a friendly, professional staff.



Clubs staff member Michael Bento, left, helps MGHer Denise Marcellino Boisvert sign up.

MGHers still can join The Clubs at a hospital-subsidized rate of $8.77 per week, or $38 per month. The rate includes unlimited free fitness classes and two sessions with a personal trainer. There is a separate fee for swimming lessons and additional personal training sessions.

Below are answers to some frequently asked questions about The Clubs:

Q: *When can I start using the gym?*

A: MGHers can start their workouts as soon as they complete their payroll deduction forms. The start date on that form will be the start date of membership. Employees also should have their MGH ID badges on hand when they visit The Clubs.

Q: *Why do I have to complete a second contract after my initial signup?*

A: The first form is the employee's payroll deduction form. The second form is a membership contract. All MGH members are required to complete both forms.

Q: *When will I get my locker?*

A: Employees must indicate interest in renting a locker when completing the payroll deduction form. There is a $5 per month additional fee per locker. Lockers will be issued after the payroll deduction form has been approved and upon completion of The Clubs at Charles River Park membership contract. Because of high demand, The Clubs presently cannot offer lockers to anyone who signed up after July 17. The locker situation will be reviewed at the end of the summer season.

Q: *How do I find out more about payroll deduction or membership in general?*

A: Contact John Buckingham, manager of Member Services, via e-mail at *jbuckingham@partners.org*.

Q: *If I already am a member, can I join at the discounted rate?*

A: Employees should indicate on their payroll forms that they already are current members. Annual members should speak to John Buckingham about extending their membership.

Q: *Can family members who are not MGH employees join at the same price?*

A: The special MGH rate cannot be extended to non-MGH employees. However, the initiation fee can be waived, and family members can join with a standard club membership.

Q: *How do I cancel my membership?*

A: To cancel monthly or weekly payroll deductions, written notice must be received by the 20th day of the last month in which membership is desired. Cancellations will be effective on the first day of the month following receipt of a cancellation notice.

For more information about The Clubs, call (617) 726-2900 or visit *http://is.partners.org/healthclub*. ●

Mural brings fairy tale to life in Backup Child Care Center

The MGH Backup Child Care Center (BUCC) is an important resource for MGH employees when day care or babysitting arrangements fall through. Now the center has added an artistic element to boost the spirits of stressed parents and shy children: a wall mural inside the main entrance.

The mural was designed and painted by Susan Zenk, a local artist who also is the sister of BUCC director Mary Zenk Westmoreland. It depicts a lush meadow dotted with forest creatures, children, fairies and a colorful cottage.

"The mural is even better than we'd hoped for," says Westmoreland. "It's something for the parents to look at while they're waiting, and it especially makes an impression on the kids. They just love it."

The BUCC is located in the Warren Lobby. For more information, call (617) 724-8414.

Westmoreland is pleased with visitors' reactions to the new mural.

Partners town meeting questions and answers

The following questions were submitted through *Hotline* for the Partners Town Meeting held at the MGH June 6. John Driscoll and Joseph Crowley, of MGH Police, Security, Parking and Outside Services, provided the responses below.

Q: *How will the Central Artery Project affect parking in the Nashua Street lots?*

A: Central Artery Project administrators are trying to accelerate the completion of the current work in two separate areas in the Orange Lot on Nashua Street. They hope to close down one work area and return 60 spaces to the hospital by Jan. 1, 2002. The second work area will not be closed until the end of 2002, at which time the hospital should gain back another 70 spaces.

The other lots on Nashua Street are the Red and Brown lots, which are west of Spaulding Rehabilitation Hospital. They are leased from the Metropolitan District Commission. The hospital has been informed that sometime this summer or early fall, these lots will be permanently closed to transform the land into a riverfront park.

By this fall, the MGH will have lost a total of 500 employee parking spaces along Nashua Street, but will continue to explore all avenues to augment the ever-decreasing parking resources close to the main campus. Employees who drive to work are encouraged to re-evaluate their transportation options. For more information, contact the Commuter Services Office at (617) 724-2819.

Q: *When will stop signs be put at the exits of the MGH garages? Most cars exiting never stop and look to see if pedestrians are crossing in front of them.*

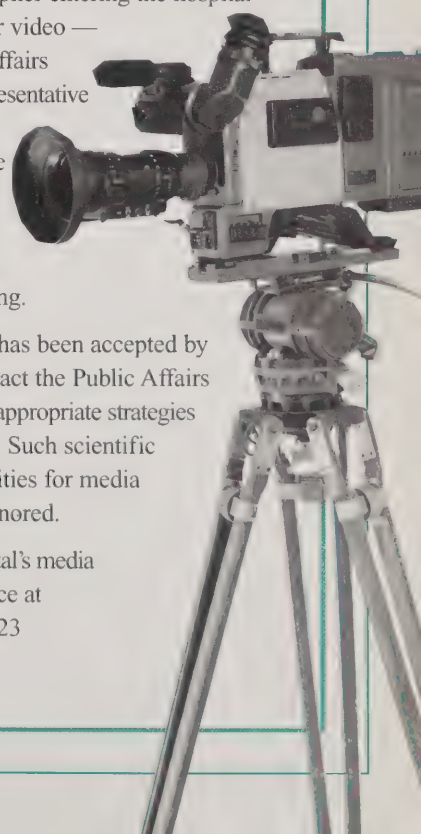
A: Pedestrian crossing signs have been ordered for all garage exit lanes. A pedestrian crosswalk was installed last year in front of the Parkman Street Garage exit. A crosswalk will be installed in front of the Fruit Street Garage exit as well.

MGH guidelines for working with the media

As an internationally recognized leader in health care, teaching and research, the MGH attracts significant media attention. While the Public Affairs Office is responsible for overseeing the hospital's media relations program, each member of the MGH community also plays an important role. To assist the Public Affairs Office, employees and staff are asked to follow the guidelines outlined below:

- Refer all media calls to the Public Affairs Office, (617) 726-2206, at the earliest opportunity. A representative of Public Affairs is available 24 hours a day (pager # 28383) through the hospital page operator, (617) 726-2066. In addition, Georgia Peirce, director of media relations, carries pager # 22345 and Peggy Slasman, chief public affairs officer, has pager # 28385. The Public Affairs staff is experienced in handling a vast range of media issues and is available to assist any MGH employee.
- All patient information released to the media should be provided by the Public Affairs Office. Patient confidentiality is the highest priority. Generally, Public Affairs releases only a one-word condition — good, fair, serious or critical — in accordance with American Hospital Association guidelines. No other information is released without the consent of the patient and/or family members.
- If MGH staff members have an existing relationship with a reporter and agree to an interview, they are encouraged to inform Public Affairs as soon as possible. Knowing about media activity enables Public Affairs to track and report any resulting news coverage.
- To ensure patient confidentiality and privacy, any member of the media or any film crew or photographer entering the hospital with a camera of any type — still or video — must be accompanied by a Public Affairs staff member. The Public Affairs representative will obtain all necessary clearances and consents. Public Affairs must be informed and involved, even if the film crew is shooting a promotional or training video. Early notification of such requests facilitates scheduling.
- Researchers who learn that a paper has been accepted by a peer-reviewed journal should contact the Public Affairs Office as soon as possible to discuss appropriate strategies for communicating the information. Such scientific publications often present opportunities for media coverage. Embargoes always are honored.

For more information about the hospital's media program, contact the Public Affairs Office at (617) 726-2206, Peirce at (617) 724-6423 or Slasman at (617) 724-2750.



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MGH HOTLINE

PAGE 4

WHAT'S HAPPENING

MGH chalk art

MGH employees are invited to join Boston artist "Sidewalk Sam" in creating sidewalk chalk drawings for the Boston "Chalk One Up for the Arts" Festival Aug. 23, 11 am to 3 pm. MGH Employee Activities, through MGH Human Resources, has reserved individual squares for MGH departments to use. Additional squares still are available for other departments or internal groups. Employees should have permission from their supervisors to participate. For more information, contact Sunayana Jhalani by Aug. 10 at (617) 724-7835.

Clinical Pastoral Education Program fellowships

Through the funding of the Kenneth B. Schwartz Center and the MGH Department of Nursing, fellowships now are available for the Winter 2002 MGH Clinical Pastoral Education Program. The program is open to persons from any discipline who work directly with patients and/or families in a health care setting and who wish to integrate spiritual caregiving skills into their professional practice. Four Kenneth B. Schwartz Fellowships will be awarded to caregivers from non-pastoral disciplines, and two Spiritual Caregiver Fellowships will be awarded to MGH registered nurses who are in direct caregiver roles and have a minimum of two years of nursing experience. The program is part-time and will run from Jan. 7 through May 17, 2002. Sessions will be held every Monday — excluding Jan. 21 and April 1 — from 9 am to 5 pm. Additional hours will be negotiated for the clinical component. All applications are due by Sept. 1. For more information or to receive an application, contact the MGH Chaplaincy at (617) 726-2220.

MGH/Timilty Partnership SummerWorks Showcase

The MGH/Timilty Partnership will hold a SummerWorks Showcase Aug. 8, from 10 am to noon in the Main Corridor. SummerWorks is a career exploration/summer employment program that offers graduating students from the James P. Timilty Middle School paid part-time internships at the MGH during summer vacations. The showcase will feature SummerWorks interns sharing what they have learned during their seven weeks with the program. For more information, call (617) 724-3210.

Friends Fighting Breast Cancer harbor cruise

Friends Fighting Breast Cancer will host a Boston Harbor cruise aboard the *MV Provincetown II* Aug. 15, sailing from 200 Seaport Blvd. at the World Trade Center at 7 pm. The price is $40 per person, and all proceeds will benefit breast cancer research at the MGH. For more information, call Chris Lojko in MGH Development at (617) 724-2818. For tickets, call (978) 664-5027.

Advanced Cardiac Life Support Provider courses

The MGH Department of Emergency Services will offer a series of two-day Advanced Cardiac Life Support provider courses, Aug. 18 and 20, Sept. 24 and 27 and Nov. 12 and 19. The tuition fee is $150 for MGH employees, $165 for Partners and Harvard Medical School-affiliated employees and $200 for all others. For more information or to request an application, call (617) 726-3905.

Spaulding Rehabilitation nursing course

Spaulding Rehabilitation Hospital will offer "Rehabilitation Nursing: Process and Principles," a 13-week course for nurses specializing in rehabilitation and/or preparing for the certification examination in rehabilitation nursing, beginning Sept. 11. Classes will meet every Tuesday through Dec. 4, from 4 to 6 pm at Spaulding, 125 Nashua St., Boston. The registration deadline is Aug. 4. For more information or to register, call Sheila Golden-Baker at (617) 573-2390 or send e-mail to *sgoldenbaker@partners.org*.

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by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

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In memoriam

Mary Page, a volunteer at the MGH from 1979 to 1993, died July 12 at the age of 92. Page contributed more than 4,200 hours to the hospital. Her responsibilities included organizing and cataloguing the Primary Care Program library and volunteering at the Warren Library. Page previously had worked as a librarian and French teacher at the Boston Public Library and was the founder of the school library at Ecole Bilingue, the French-American international school of Boston. She and other MGH volunteers who recently have died will be remembered at a hospitalwide memorial service in the fall.

August 10, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Study finds parents of chronically ill children avoid HMOs

Ferris

Parents of children with chronic conditions are not likely to choose an HMO plan, according to a study by MGH researchers. The report, in the August issue of *Pediatrics,* suggests these parents are willing to pay higher costs for medical care to have direct access to specialists.

"This study adds one more piece of evidence that people with chronic conditions avoid changing health plans," says lead author Timothy G. Ferris, MD, a pediatrician for MassGeneral Hospital for Children. Although other studies have shown that adults with chronic conditions are less likely to switch plans, this study showed that a child's health status matters when parents are choosing a health plan.

From 1991 to 1994, the study followed more than 1,800 children whose parents either voluntarily switched to a "gatekeeping" HMO — one that requires that a primary care physician pre-approves visits to specialists — or remained in an indemnity plan, which provided unlimited patient access to specialists. The results showed that parents of children with chronic health conditions were significantly less likely than other parents to enroll in the gatekeeping plan.

The current study also questions the claim that HMO plans lower costs while improving delivery of care, since those children who had coverage through a gatekeeping plan had fewer visits both to specialists and to their primary care physicians.

Co-authors of the study, which was conducted under the auspices of the MGH Institute for Health Policy, were James Perrin, MD; Jennifer Manganello, MPH; Yuchiao Chang, PhD; Nancyanne Causino, EdD; and David Blumenthal, MD, MPP.

MGH Blood Donor Center thanks employee heroes

From comforting patients and educating families to performing emergency procedures and saving lives, MGH employees demonstrate heroics of all kinds every day. On Aug. 1, a group of MGHers was recognized for a special kind of heroism at the MGH Blood Donor Center Employee Appreciation Luncheon in the Wellman Conference Room. The event honored MGH employees who have donated blood four or more times during the last fiscal year.

"The number of employee blood donors at the MGH has increased significantly in the past few years," said William Hynes, administrative director for MGH Pathology, who delivered the program's opening remarks. Approximately 1,000 MGHers gave blood in 1999. That number increased to 1,800 donors so far this year. "That increase has had a major impact on the hospital, but even more important, it benefits our patients," said Hynes.

This point was illustrated by the words of guest speaker Michael Finn, a patient who received a bone marrow transplant at the MGH in 1994. Finn chronicled his ordeal with chemotherapy rounds as he prepared

(Continued on Page 2)

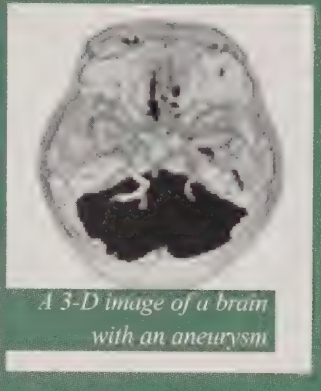
At left, Kate Grealy of the Blood Donor Center (right) with Yvonne Dello Russo. Bottom, left Michael Finn (right) with William Hynes. Bottom, right, Sally Morton, RN, with Walter Dzik, MD.

Brain aneurysm awareness at the MGH

According to some studies, more than 2 million people in the United States have brain aneurysms that have not yet ruptured. The risk of rupture is thought to be between 1 and 2 percent. Despite advances in diagnostic, surgical and anesthetic techniques, the outcome for patients with ruptured aneurysms remains poor.

To help address this medical issue, the Brain Aneurysm Foundation was established in 1994 by an aneurysm survivor, Suzanne Kellogg, RN, in collaboration with Christopher S. Ogilvy, MD, director of MGH Cerebrovascular Surgery, and Deidre Buckley, RN, NP, coordinator for the MGH Brain Aneurysm/Arteriovenous Malformation (AVM) Center. The center was created to provide support and education for brain aneurysm patients and their families as well as to promote education among health care professionals and support research on the cause and treatment of brain aneurysms.

The Brain Aneurysm Foundation and the MGH Brain Aneurysm/AVM Center will be hosting a three-day brain aneurysm awareness event that will include an information booth in the Main Corridor Aug. 22, 23 and 24, from 9 am to 3 pm. Representatives from the foundation will be present to answer questions.



A 3-D image of a brain with an aneurysm

A symposium will be held Aug. 23, under the Bulfinch Tent, from 6 to 9 pm, featuring Sucheta Kamath, MA, CCC/SLP, of MGH Speech Pathology and president of the Brain Aneurysm Foundation, who will talk about the Steps to Success, a program designed for individuals with brain injuries. Bob Carter, MD, PhD, an MGH neurosurgeon, Colin McDonald, MD, an MGH neurologist, and Bob Brown, MD, a neurologist from the Mayo Clinic, will talk about care and treatment of patients with both ruptured and unruptured aneurysms. A question-and-answer forum will follow.

For more information, call the Brain Aneurysm Foundation office at (617) 723-3870.

—MGH Blood Donor Center

(Continued from Page 1)

for the transplant, highlighting the significance of donated blood during the process. Healthy stem cells were harvested from his blood and then replaced in his bloodstream after the treatments.

"It was crucial for myself and for my doctors that my body could regenerate to handle the stress of the chemotherapy treatments," Finn explained. "The blood transfusions made all the difference. They gave my body what it needed, and gave me the confidence I needed for my recovery."

From left, Hynes, McNeil, Bering, Morton and Dzik

Finn also credited the efforts of the Blood Donor Center, MGH Transfusion Services and individual donors in giving him a second chance at life. "I was very happy to hear that the employees are being honored for their contributions today — both the employees who donate, and the employees who work at the Blood Donor Center," he said. "You give the gift of life and help patients restore their own strength. I appreciate the opportunity to say thank you."

Walter "Sunny" Dzik, MD, co-director of the MGH Blood Transfusion Service, emphasized that blood donation "is extremely important to the health and well-being of the MGH — to the hospital itself, to the laboratories and to patients. Every unit of blood is precious, and we go to great lengths to make sure that every component of blood is used," he said.

Five donors were honored with a special award for going "above and beyond" in their commitment to the blood donation program. The following recipients each were given a commemorative Blood Donor Center letter opener: Sally Morton, RN, of MGH Nursing, donated 11 times; Jennie Bering, of MGH Clinical Pathology, donated 11 times; and Rose McNeil, of MGH Radiology, donated eight times. Blood donor honorees Fay Howell and Peter Tierney could not attend the luncheon. Blood Donor Center volunteer Yvonne Dello Russo also was recognized for her many years of service at the center.

The MGH Blood Donor Center is located in the Gray Lobby. For more information or to make an appointment to donate, call (617) 726-8177.

MGH HOTLINE

Summer program offers research opportunities for minority students

Cesar Castro was looking for a fulfilling summer internship program to enhance his exposure to clinical research before returning to medical school at the University of California-San Francisco. He found such a program here at the MGH with the Summer Research Trainee Program (SRTP) that is run by the MGH Multicultural Affairs Office (MAO).

The goal of the program is to expose minority students who are juniors and seniors in college or in their first or second year of medical school to biomedical research in basic science, clinical medicine or health policy. It is funded this summer by the MGH Office of the President and the Massachusetts General Physicians Organization.

Castro was one of 12 students selected from a nationwide competition to join the program. Students are assigned to an MGH department ·ere they work on research projects under the ·orship of an MGH investigator.

Assigned to the MGH Cancer Center, Castro's time has been jam-packed with conferences and seminars, three significant research projects and mentoring sessions with Bruce Chabner, MD, clinical director of the Cancer Center, and his primary mentor Richard Penson, MD, of the Hematology/Oncology Unit. Castro researched the use of alternative medicine in treating cancer patients and also studied the use of the antibiotic erythromycin as a palliative option in end-of-life care. Castro's third project looked at introducing a palliative care consult to cancer patients about to enroll in a phase I clinical trial.

"This program has been an invaluable experience," says Castro. "Witnessing first-hand influential physicians such as Drs. Penson and Chabner — who can seamlessly shift in conversation from discussing novel cancer research to how to better care for patients in underserved populations — is a testament to the multidimensional and top-notch care delivered at the MGH."

Castro is a good example of the kind of student that the SRTP hopes to attract with the goal of inspiring under-represented minority students to become physicians and scientists by involving them in cutting-edge research. The SRTP has been doing just that since it started in 1991, and has encouraged many

minority students to go into the field. Some have even come to work at the MGH.

Patricio Gargollo, MD, can attest to the success of the program. Gargollo was accepted into the SRTP six years ago when he was a junior at Baylor University in Texas. Now he is a second-year resident in MGH Surgery. In 1995, Gargollo worked with David Sachs, MD, in the Transplantation Biology Research Center, studying xenotransplantation.

"When I was in college, I knew that I wanted to go to medical school, but my experience with this program did influence my decision to eventually come back to the MGH," he says. "I knew I wanted to be here."

According to Elena Olson, program manager of MAO, the SRTP is one of several outreach programs the office has developed to help increase the minority applicant pool. "The goal of these programs is to target promising minority students at different levels of their education to provide opportunities in the medical and research fields," she says. "Our larger objective is to increase the number of minorities in training programs and staff positions throughout the hospital. The MGH has made a strong commitment to increase the number of physicians of color to reflect the change in our patients' demographics."

For more information about MAO programs, call (617) 724-3831 or visit *http://www.mgh.harvard.edu/mao.*

FROM THE ARCHIVES

The birth of Social Services

Ida Cannon, former chief of MGH Social Services from 1907 to 1945, was a visionary. With the mentorship of Richard Cabot, MD, who proposed the inclusion of social services at the MGH in 1905, Cannon established the MGH Social Service Department, the first of its kind in any hospital in the world. Cannon and Cabot believed that hospitals have a responsibility to identify and resolve social factors that sometimes exacerbate medical problems. Cannon's knowledge of social agencies in the community led to the first hospital-community linkages, an understanding that influenced the development of the department and helped it become the model for similar programs at other hospitals in the United States and abroad.

A famous photograph, *(above, right)* housed in the MGH Archives and Special Collections, shows Cabot and Cannon in conference at Cannon's desk, upon which sits Sir John Tenniel's illustration of Lewis Carroll's Dodo (an extinct bird who meets Alice in "Alice's Adventures in Wonderland"). Over the years the Dodo became the informal mascot of the department. Cannon often quoted from Carroll's work.

Historical records of the MGH Social Service Department, including reports, letters, photographs, place cards and other materials, are preserved in the MGH Archives and Special Collections.

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MGH HOTLINE

WHAT'S HAPPENING

MGH Bowling League
The MGH Bowling League will begin its 53rd season Sept. 6. Teams will meet every Thursday, 5:30 pm at the Ryan's Family Center — formerly known as the Kenmore Bowladrome — in Kenmore Square. The league will run until April and welcomes both casual participants and new members. For more information, contact Antoinette Zukowski at (617) 724-1642.

Roman Catholic Holy Day of Obligation
The MGH Chaplaincy will observe the Feast of the Assumption of the Blessed Virgin Mary, a Roman Catholic Holy Day of Obligation, Aug. 15. A Mass in observation of the day will be held in the MGH Chapel at 11 am, in addition to the regular Mass at 4 pm. The MGH Chapel is located on Ellison 1. For more information, call the Chaplaincy at (617) 726-2220.

North End community service opportunities
The North End Community Health Center has a variety of community service opportunities available in several programs for children, adults, adolescents, elders and others who need assistance. Opportunities include volunteering at the day care center, providing health education at the teen clinic and conversing with Italian-speaking clients. One-time opportunities through the center's outreach committee also are available. For more information, contact Cheryl Godbout at (617) 724-9570, ext. 230 or send e-mail to *cgodbout@partners.org*.

Andrew Marzilli golf tournament
MGH employees and friends are invited to participate in the fourth annual Andrew Marzilli golf tournament, to be held at the Hillview Country Club in North Reading, Mass., Sept. 17. Marzilli was a lifelong Revere resident and hockey player who received a double lung transplant at the MGH before his death from cystic fibrosis at the age of 19 in 1997. The golf tournament, established in his memory, raises an average of $10,000 each year for the MGH Lung Transplant Program, the MGH Cystic Fibrosis Research Fund and a scholarship fund at Malden Catholic High School. This year's tournament also will feature a lunch and raffle. For more information, call Barbara Lagorio at (978) 356-1695 or visit *www.andymazgolf.com*.

Complementary medicine workshops for infertility
The MGH Vincent Memorial In Vitro Fertilization (IVF) Unit is presenting a free complementary medicine workshop for couples and individuals who are dealing with infertility. "Psychospiritual Healing and Infertility" will be facilitated by Robert McInnes, MD, of the IVF Unit. Three sessions will be held Aug. 15, 22 and 29, from 5 to 6:30 pm. For more information or to register, call (617) 724-3500.

Dolls on display: MGHer brightens Parking Office

Walking into the Fruit Street Parking Garage, visitors can expect to find ringing phones and piles of paperwork. But dozens of Barbies? Thanks to the creativity of MGH Parking Office employee Carol Stevenson, patients, staff and visitors can marvel at a colorful, ever-changing display of the popular dolls.

Stevenson's handiwork has inspired a following throughout the hospital. "People get a kick out of it," Stevenson says. "They'll come down here just to see the newest display and to ask me what the next one will be. It makes me feel good to brighten the day of someone who may have had a difficult experience as a patient or loved one. I'm just putting together something small to make what I hope could be a big difference for someone who needs a smile."

Stevenson with her display

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Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

August 17, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

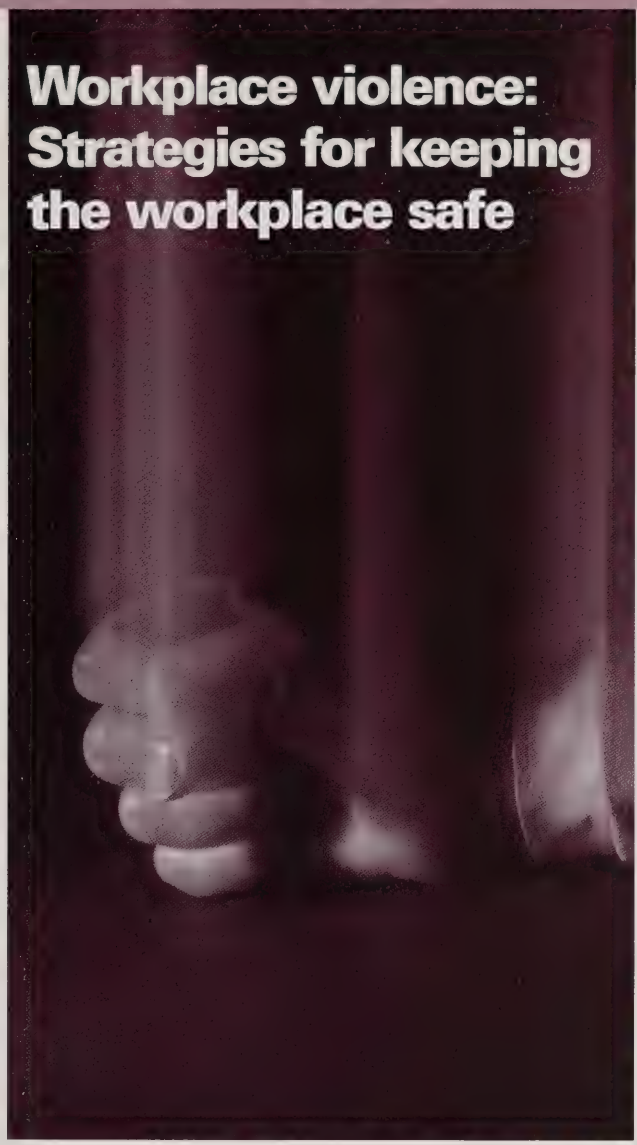
Workplace violence: Strategies for keeping the workplace safe

***An employee** is informed about a schedule change during the workday. He is so upset about the change that he becomes verbally abusive and physically threatening to co-workers. When managers and Police and Security staff interview the employee, they detect an odor of alcohol on his breath.*

Situations like this, where potential violence can occur, play out every day at places of employment all over the country. Recently, outbursts of violence in the workplace have made news headlines, causing many people to question how safe they really are at their own jobs.

Nationally, workplace violence is on the rise, with more than 2 million reported victims of physical assaults per year. According to some studies, a hospital can be especially vulnerable to workplace violence because of its often tension-filled public environment.

To combat the potential for violence at the MGH, however, MGH Police and Security has programs in place to help employees identify warning signs and handle situations that threaten violence. "Our department offers a variety of options for employees who feel harassed or threatened, or who are affected by unethical or illegal behavior," says Bonnie Michelman, director of MGH Police, Security and Outside Services. "The MGH is a very safe place to work; however, incidents of violence can happen anywhere. We are committed to working with all employees and staff to prevent workplace conflict from occurring."



A nurse receives letters and flowers at home and at work from a former patient. In the letters, the patient expresses his thanks for the care he had received from her while in the hospital. Then the tone of the letters begins to change: he wants to have a romantic relationship with the nurse. Police and Security are contacted when the former patient comes to the patient care unit looking for her. Police and Security staff advise the patient that his behavior is inappropriate and that any further contact with the nurse will result in criminal charges.

What is workplace violence?

Workplace violence includes any incident that creates an environment in which employees feel unsafe. According to the Workplace Violence Research Institute, any behavior that creates a work environment that a reasonable person would find intimidating, threatening, violent or abusive is considered to be workplace violence.

Violence, threats, stalking and harassment can occur in person, by telephone, through the pager system, by mail, by e-mail or by any other electronic communications.

Many incidents start with an employee's harassment and/or intimidation of co-workers. If the warning signs are not recognized or addressed by co-workers and supervisors, the potential for such behavior to escalate to physical violence may increase. "Recognizing the early warning signs is essential to eliminating or minimizing a threatening situation," says Michelman. "Employees should immediately report any threats, harassment, abuse or other behavior that may be a precursor to workplace violence. One of the keys to handling these types of situations is early communication of such issues with our department."

Any of the following warning signs may indicate a potential problem:

- history of violence or criminal activity
- history of domestic violence
- verbally abusive or threatening behavior
- antisocial behavior

(Continued on Page 2)

— Workplace violence: Strategies for keeping the workplace safe

- negative changes in appearance and/or hygiene
- mood swings
- blaming others for problems
- romantic obsession
- alcohol or drug dependence
- depression
- failure to accept change
- excessive e-mails and voicemails that are derogatory in nature and unrelated to work

An employee is told by her co-workers that she had been receiving telephone calls from her estranged husband while she was away from her desk. The calls were not threatening in nature, just inquiries by the estranged husband about how his wife was doing. The employee feels terrorized by these calls because of the violent abuse that she suffered from her husband when they were together. Fortunately, the employee has taken out a restraining order against her husband. The Police and Security Department assists her with filing a criminal complaint against him.

How MGH Police and Security can help

During the past several years, MGH Police and Security staff members have been instrumental in identifying and responding to potential workplace violence incidents. When notified, the Special Investigation Unit (SIU) initiates a preliminary investigation of the situation to determine the level of threat to others. SIU staff members work with managers and employees to take appropriate actions when needed. Other MGH departments, such as the Employee Assistance Program and Human Resources, may be involved in the situation.

Another service that Police and Security offers is an in-depth training program called Management of Aggressive Behavior, which helps employees handle anxious, verbally aggressive and physically violent individuals. "This course empowers people and helps them to deal with a wide range of behavior, from mild forms of anxiety to major conflicts in the workplace," says Michelman.

A physician receives threatening phone calls and voicemails at work and at home from an unhappy patient. The calls increase in frequency, causing the physician to feel uncomfortable and unsafe. Police and Security, working with the Verizon Telephone Company's security team and the local police, identifies the caller and files criminal charges against the patient on behalf of the physician. The patient later is convicted and placed on probation by the court.

How to prevent workplace violence

All employees play a role in keeping the MGH safe. MGHers are encouraged to learn more about workplace violence and its warning signs. The following are tips to help prevent harmful situations in the workplace:

- Review the Partners Workplace Violence policy.
- Inform your supervisor immediately of a potentially violent situation.
- Report any suspicious behavior to MGH Police and Security.
- Take all threats seriously.
- Trust your instincts.
- Wear your identification badge at all times.

From left, SIU investigators James Leonard, Jennifer Goba and John Daley with Michelman.

"Police and Security staff are committed to working with employees to prevent workplace conflict of any type from occurring," says Michelman. "Cases of workplace violence are hard to predict, but education and open, good communication are the best defenses. What every employee should know is that he or she has an important role and responsibility in keeping the MGH safe."

For more information about MGH Police and Security services and training programs, call Leah Coviello at (617) 724-3030 or send e-mail to *lmcoviello@partners.org*.

MGH Police and Security services

In response to a potentially threatening situation, MGH Police and Security will conduct a risk assessment to determine whether an employee is in immediate danger of workplace violence. Police and Security offers a range of services, including:

- consultation
- domestic violence court assistance
- workplace security surveys
- home security surveys
- customized personal protection plans
- threat evaluations
- security precautions
- escorts
- interaction with law enforcement and outside agencies

MGH Police and Security may conduct investigations, consultations or provide services to handle any harassing, threatening, unethical or illegal behavior. These services are complimentary and confidential.

For more information, call (617) 726-2121 for the main campus, or (617) 726-5400 for CNY and the MGH health centers. These emergency phone numbers are accessible 24 hours a day.

MGH HOTLINE

Haddad to leave Partners for academia

Ernest M. Haddad will be leaving his position as general counsel at the end of the year, after 21 years of service to Partners HealthCare and the MGH. He also served as secretary to both organizations. Haddad plans to return to a position at Boston University School of Law, where he served as a faculty member and dean from 1966 to 1971.

"Ern Haddad is a man of extraordinary principle, character and integrity who has served as the conscience of our organization," says Samuel O. Thier, MD, president and CEO of Partners. "He constantly reminds us that when confronted with difficult situations, we must keep asking the simple question, 'What is the right thing to do?' He has used this approach time and again to manage the most sensitive and complicated issues, whether personnel-related, regulatory or financial. The thorough compliance programs in place throughout our system are testaments to his commitment to doing the right thing."

Haddad will continue working with Partners and its affiliates on a consulting basis beyond the end of the year. He also will continue to serve as a board member of the Boston Bar Association, the Boston Bar Foundation, the New England Legal Foundation and the Black Achievers Branch of the Greater Boston YMCA.

"You'd be hard pressed to find someone who has been more dedicated to and worked harder on behalf of the MGH and Partners than Ern," says Christopher Clark, who was recruited by Haddad into the MGH Office of the General Counsel 12 years ago. "He is extraordinarily committed to the missions of the MGH and Partners, and I know he's felt genuinely honored to be such an important and integral part of them. He has been a wonderfully supportive mentor to those of us who have had the great pleasure and privilege to work for him."

Haddad joined the MGH as general counsel in January 1981. For the next 14 years, he shaped the Office of the General Counsel into a full-service law office able to handle not only clinical and research issues, but also complex corporate transactions, labor and employment matters, land use and real estate transactions, federal and state regulatory matters and litigation.

In 1994, Haddad played an integral role in sorting through the complex issues involved in joining the MGH and BWH to form Partners HealthCare System. In 1995, he consolidated the law offices of the two founding hospitals into a single Partners program, which was one of the first services to be fully integrated between the two institutions.

Before joining the MGH, Haddad served as general counsel for Blue Cross and Blue Shield of Massachusetts, assistant secretary-general counsel for the Massachusetts Executive Office of Human Services, assistant dean and faculty member of Boston University School of Law and as an attorney in private practice.

Construction progress

Cranes and construction crews have been hard at work the last few weeks, demolishing the east wing of the Charles Street Jail to make way for the new ambulatory care building and underground garage. During the last few weeks, workers have been removing a section of the roof to extract some of the large granite stones that make up the east wing walls.

Partners researchers move into new residence

MGH and BWH researchers have begun moving into a new Partners research facility located at 65 Lansdowne St. in Cambridge, marking the first time that MGH and BWH research programs will be housed under one roof.

"This venture exemplifies the true collaborative spirit with which Partners first was established," says Samuel O. Thier, MD, president and CEO of Partner HealthCare.

The new venue will be home to both institutions' Center for Integration of Medicine and Innovation Technology (CIMIT); the Partners AIDS laboratory; the MGH's infectious diseases-bacterial pathogenesis laboratory, diabetes research and obstetrical/gynecology research; BWH's radiology and cardiovascular medicine research; BWH's Center for Neurologic Diseases; and BWH's National Resource for Imaging Mass Spectrometry.

"Our joint clinical and teaching programs are indications of how well BWH and the MGH can work together, so bringing some of our research programs together in one location should be quite successful," says Eugene Braunwald, MD, vice president of Academic Programs for Partners.

MGH and BWH researchers have begun moving their operations into the new building, which is nestled in the research office complex known as University Park at MIT. ●

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MGH HOTLINE

WHAT'S HAPPENING

The Clubs at Charles River Park luau

The Clubs at Charles River Park, the full-service health club adjacent to the MGH, will host a Hawaiian luau Aug. 31, from 7 to 10 pm. The poolside celebration will feature traditional Polynesian dishes, a tiki deck, a pig roast, tropical drinks, games and contests, a DJ and dancing. Tickets will be on sale through Aug. 26, at a cost of $35 for club members and all MGHers, and $45 for non-members/non-employees. For more information, call Brandon Beatty or Erin Marley at (617) 726-2900 or visit *http://is.partners.org/healthclub.*

Clinical and professional development programs

The MGH Center for Clinical and Professional Development will offer several programs this fall. "Neuroscience Nursing Review," a two-day program, will be offered for Neuroscience nurses interested in professional certification. Session 1 will be held Sept. 17, 8 am to 4:15 pm in the O'Keeffe Auditorium. Session 2 will be held Sept. 19, 8 am to 4 pm at 185 Charles River Plaza, Room 105. "Introduction to Culturally Competent Care: Understanding Our Patients, Ourselves and Each Other" will be held Sept. 18, 8 am to 4:30 pm. Participants will be awarded 7.2 contact hours. "Conversations at the End of Life" will be held Sept. 20, 8 am to 4:30 pm at 185 Charles River Plaza, Room 105. The program will cover topics for nurses who are caring for patients at the end of life. Participants will be awarded 8.4 contact hours. All classes require pre-registration. For more information, call (617) 726-3111.

MGH Blood Donor Challenge

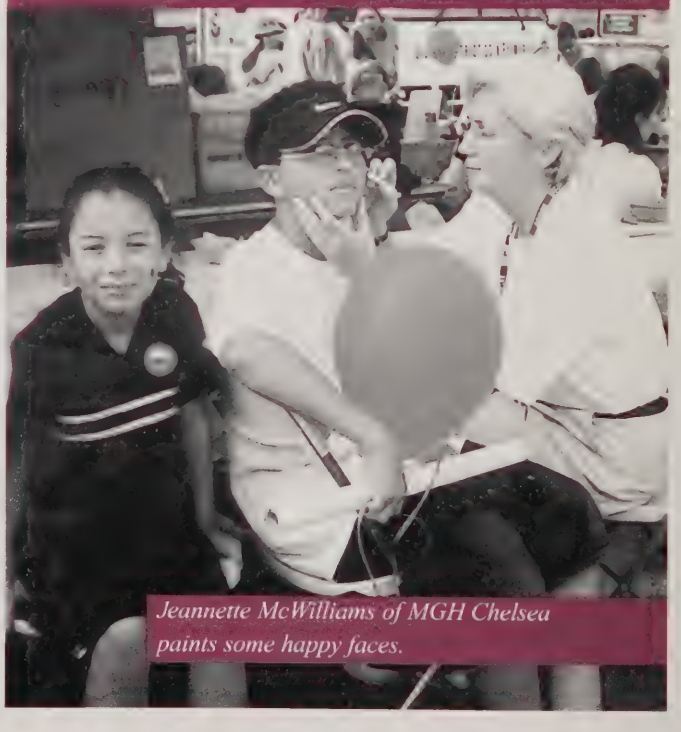
The annual MGH/BWH Blood Donor Challenge will take place from Aug. 27 to Sept. 14. The goal of this challenge is to encourage employees at both hospitals to help the MGH and BWH Blood Donor Centers meet the blood supply needs of patients during the Labor Day holiday, when donations traditionally are low. All employees who give blood during the two-week contest will receive an MGH/BWH Employee Blood Donor Challenge T-shirt. A plaque also will be given to the winning donor center. For more information or to schedule an appointment to donate, call (617) 726-8177.

MGH chalk art

MGH employees are invited to join Boston artist "Sidewalk Sam" in creating sidewalk chalk drawings for the Boston "Chalk One Up for the Arts" Festival Aug. 23, 11 am to 3 pm. MGH Employee Activities, through MGH Human Resources, has reserved individual squares for MGH departments to use. Additional squares still are available for other departments or internal groups. For more information, contact Sunayana Jhalani at (617) 724-7835.

MGH Chelsea helps Latin American Festival sparkle

The MGH Chelsea HealthCare Center was among the sponsors of the annual Latin American Festival in Chelsea, Aug. 3 through 5. The three-day event recognized the heritage and pride of Latin American cultures through a celebration of music, food, a parade and a carnival. MGH Chelsea employees were on hand to provide health care information, staff a first aid station, conduct blood pressure screenings and paint faces. The festival regularly attracts thousands of visitors from the greater Boston area.



Jeannette McWilliams of MGH Chelsea paints some happy faces.

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100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

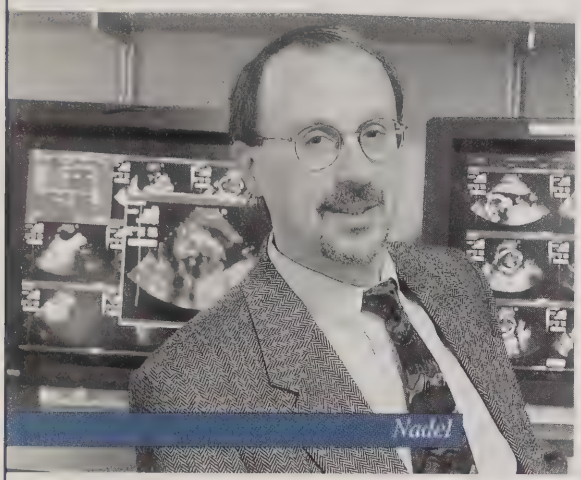
August 24, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Prenatal expertise at MGH and Mass General West

When Laura Hajdukiewicz was 16 weeks pregnant in April, she received some good news and some bad news. The good news was that she was pregnant with a girl, which came as a pleasant surprise because Hajdukiewicz already had two little boys. The bad news was that her baby had contracted a viral infection.



Nadel

Unknown to Hajdukiewicz, she herself had contracted the infection several weeks earlier, when a child in her son's daycare center came down with the virus called Fifth disease.

"Since I knew this was a pretty common childhood disease, I didn't think much of it when the daycare center staff told me about it," says Hajdukiewicz. "But when I found out that it could be dangerous to pregnant women who are exposed to it, I got nervous."

She immediately went to her doctor's office for an ultrasound. The procedure gave her the good news that the baby was a girl. But the testing for the virus was inconclusive. She then was referred to Allan Nadel, MD, director of the MGH Vincent Obstetrical Ultrasound Unit and Prenatal Diagnostic Unit. Another ultrasound was performed, which found evidence of anemia in the fetus, presumably caused by the viral infection.

According to Nadel, if the anemia was severe enough, Hajdukiewicz might lose the baby. He considered the option of giving the baby a blood transfusion in the womb, which would have been difficult because the fetus was so small. "We continued to monitor Laura and the baby for several days, and our testing revealed that the anemia might be getting worse," Nadel says. Reluctantly, he decided that the transfusion was the best option.

"It was a delicate procedure," says Nadel, who performed the transfusion with Michael Greene, MD, director of MGH Vincent Maternal Fetal Medicine. "Doing a procedure like this always poses some risk, but we felt it was the right thing to do." And they were correct: The fetal blood count at the time of the transfusion confirmed that the baby's anemia was dangerously severe.

Throughout the ordeal, Hajdukiewicz and her husband, Andy, had confidence in the medical care they received. "I felt really good about being Dr. Nadel's patient," says Hajdukiewicz. "We felt like we had his undivided attention, as if we were his only patients."

At the end of August, Hajdukiewicz is expected to deliver a healthy baby — whom she and her husband already have named Maryna. This story is the kind that Nadel and his staff at the Prenatal Diagnostic Unit always hope for: one with a happy ending.

For cases in which the patient is at high risk, the Prenatal Diagnostic Unit — located both at the MGH main campus and at Mass General West in Waltham — is an important resource. "We often get patients who have high-risk pregnancies; they might have had some kind of abnormality in their testing, a family history of congenital

(Continued on Page 3)

MGHers ready for Employee Blood Drive Challenge

Aug. 27 will mark the beginning of a friendly competition for a worthy cause: the MGH/BWH Employee Blood Drive Challenge. The goal of the contest is to recruit employee donors to benefit the many patients in need of blood products at both hospitals. The challenge comes at a time when many would-be donors are on vacation, and the blood supply in Massachusetts is at a critically low level.

Last year's competition resulted in a victory for the MGH, with 388 employees donating compared to BWH's 232. Both Partners institutions hope to increase their employee participation in the 2001 challenge, which will run through Sept. 14. All MGHers who give blood during the three-week contest will receive an Employee Blood Donor Challenge T-shirt. A plaque also will be given to the winning donor center.

For more information or to schedule a donation appointment, call (617) 726-8177.

Blood Donor Center employees Kate Grealy, left, and Jeanette Arrighi gear up for the challenge.

LADDERS program brings hope to patients with learning disabilities

For years, children and adults suffering from learning and developmental disabilities often had few options for comprehensive care and met with little understanding of the difficulties they faced. Thanks to a special team of clinicians and staff, there now is a welcoming place for such patients: Learning And Developmental Disorders Evaluation and Rehabilitation Services (LADDERS), which is affiliated with MassGeneral Hospital for Children.

"My interest always has been in helping patients with learning disabilities," explains Margaret Bauman, MD, founder and director of LADDERS.

As supervisor of the outpatient pediatric unit at Youville Hospital in Cambridge, Bauman noted the need for a full-scale clinic capable of treating patients with all types of neurological conditions. In 1981, she began the program that eventually evolved into LADDERS.

LADDERS expanded into new headquarters in Cambridge in 1995, under the administration of the Braintree Rehabilitation Hospital. The pressures of rising managed care costs, however, left LADDERS under increasing financial strain. In January 1997, the program caught the eye of Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics for MassGeneral Hospital for Children.

"Dr. Ezekowitz saw the program and suggested bringing it to the MGH," explains Bauman. "It was wonderful to take LADDERS into a nonprofit environment where much-needed philanthropic support is possible, and to combine it with an academic medical center where teaching the next generation of caregivers and researchers is an ongoing process." Today, Bauman says Ezekowitz remains a source of support and encouragement for the LADDERS program, which is housed in space shared with Spaulding Rehabilitation Hospital in Wellesley.

Bauman and her team work with children and adults suffering from a wide range of neurological disorders, including autism, Rett syndrome, learning disabilities, attention deficit disorder and seizures. LADDERS caregivers represent both the MGH and Spaulding.

LADDERS' initial goal was to combine the care of a physician with that of other professionals — from disciplines such as neuropsychology, nursing, speech and language pathology, occupational and physical therapy, social work and special education — involved in the treatment and support of learning and developmentally disabled patients and their families.

Bauman emphasizes that LADDERS, as a not-for-profit organization, relies heavily upon outside support — particularly that of a group called the Friends of LADDERS (FOL). Comprised of parents, civic leaders, business professionals and other volunteers, FOL strives to raise funds for the underwriting of LADDERS' day-to-day operations, as well as for expansion projects. "Everyone involved with LADDERS really wants it to work," notes Bauman. "Our biggest concern is supporting the program and financing its growth."

Bauman, at left, gives a "high five" to a LADDERS patient at an open house event.

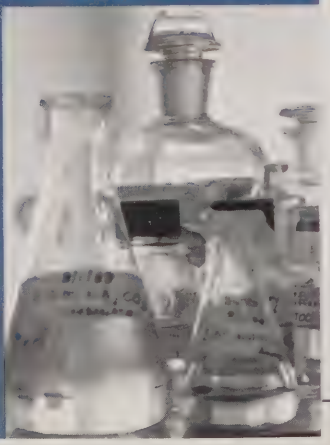
Bauman says she hopes that LADDERS eventually will be able to offer such initiatives as social skills training for patients and educational assistance for college-bound handicapped students. Plans also are under way for the establishment of LADDERS West in California.

"Many people don't recognize the possibilities that are open to our patients, and we want to help them achieve their potential. Watching these patients become successfu[illegible] what keeps us going," Bauman says.

For more information about LADDERS, visit *www.ladders.org.* ●

MGHers invited to mentor Timilty students

The MGH/Timilty Partnership invites MGH employees to mentor Timilty Middle School students who are working on school science fair projects. No science background is necessary: "The only requirement is a willingness to help make a difference in the life of a young person," explains Partnership administrative director Carlyene Prince. The Partnership provides mentor orientation, training, resources and ongoing support. Mentors will meet with their students at the MGH on scheduled Friday mornings, twice per month, from October through February. For more information about science fair mentoring or other volunteer opportunities available through the Partnership's Science Connection Program, call (617) 724-3210 or send e-mail to *timilty@partners.org.*



MGH HOTLINE

ADVANCES

Study finds medical school leaders question status of clinical research

An MGH report in the Aug.15 *Journal of the American Medical Association* says that close to half of the research leaders at U.S. medical schools do not consider their clinical research enterprises to be healthy or robust. They also question the overall quality of the clinical research being conducted at their institutions. The news, however, is not all bad. Approximately two-thirds of the leaders at those medical schools with the most intensive research programs rated the health and quality of their clinical research enterprises as good or excellent.

Nine of 10 medical school research leaders report that pressures to see patients and insufficient clinical revenue are problems for clinical research. Four of five research leaders consider the challenges facing clinical research at medical schools to be urgent or extremely urgent. Despite this sense of urgency, less than half of these leaders said that their departments or institutions had implemented strategic policies to address the problems.

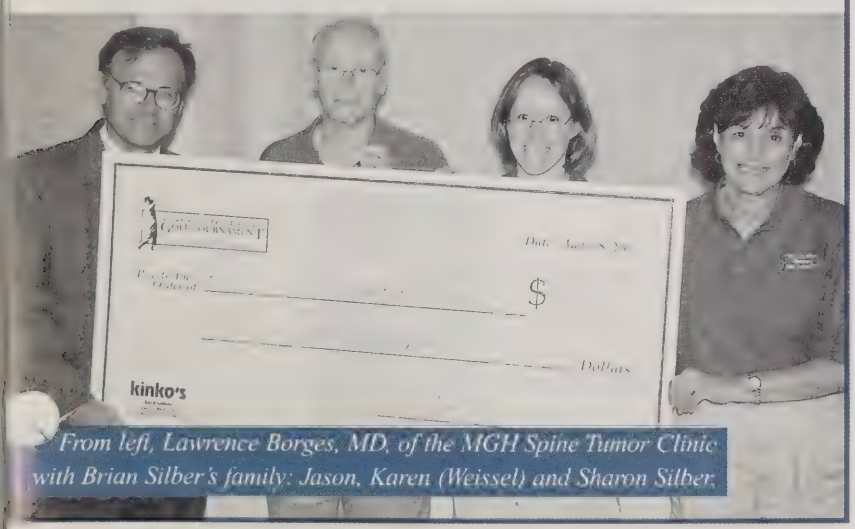
"Here we have a survey where medical school leaders across the country have taken a hard look at their clinical research enterprises, and many are concerned about what they saw," says Eric G. Campbell, PhD, of the MGH Institute for Health Policy, who is the study's first author. "If those who are closest to this kind of research think that there are problems, it sends a clear signal that steps need to be taken to improve clinical research — or at least raise it to the quality level of basic research."

Campbell's co-authors are Joel S. Weissman, PhD, and David Blumenthal, MD, MPP, of the Institute for Health Policy; and Ernest Moy, MD, MPH, of the Association of American Medical Colleges.

Silber memorial golf tournament hits home

Golf season took on new meaning July 18 with the fourth annual Brian D. Silber Memorial Golf Tournament, which has become one of the top-netting charity golf events in the state, raising a total of $100,000. The tournament supports the Spine Tumor Clinic at the MGH and honors the memory of Brian Silber, who died of a rare spine tumor at the age of 28.

Chris Collins, a childhood friend of Silber and a sports anchor for New England Cable News, served as emcee for the post-tournament dinner, held at the Hilltop Steak House in Saugus, Mass.



From left, Lawrence Borges, MD, of the MGH Spine Tumor Clinic with Brian Silber's family: Jason, Karen (Weissel) and Sharon Silber.

— Prenatal expertise at MGH and Mass General West

(Continued from Page 1)

abnormalities, multiple miscarriages, pre-term deliveries or multiple-birth gestation," says Nadel. "Whatever the challenges are, we have the staff and the services to support the patients throughout their pregnancies."

The Prenatal Diagnostic Unit also offers a vast array of genetic counseling, testing and follow-up. From routine testing for conditions, such as spina bifida and Down syndrome to more complex genetic testing for conditions like cystic fibrosis, the unit staff work closely with MGH Genetics to provide high-risk patients the most inclusive information.

"Our goal is to be able to tell prospective parents, after we've completed all the testing, that their baby is normal and healthy," says Nadel. "When this happens, we can add to the joy of the pregnancy. In the small minority of fetuses who are not normal, our mission is to communicate that message to the prospective parents in the most accurate and empathetic way possible and to assist them in their decision making."

For more information about the Prenatal Diagnostic Unit at Mass General West, call (781) 697-2000 or the MGH Vincent Obstetrical Unit at (617) 724-2229. ●

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MGH HOTLINE

WHAT'S HAPPENING

MGH amateur photography contest
The MGH Photography Department is sponsoring the fourth annual MGH Amateur Photography Contest. All entries must be delivered by Sept. 3. Entry forms may be picked up at the MGH Photography Department in Bulfinch 045, at the CNY Parking offices and at all Security desks. For more information, call (617) 726-2237.

Partners Online Telephone Directory updates
MGHers and other Partners employees now may update their personal information in the Partners Online Telephone Directory. Telecommunications Department staff will be on hand to represent the MGH Telecommunications change team, Sept. 19 and 20, in the Main Corridor. Change team volunteers will be available from 7 to 9 am, 11:30 am to 1 pm and 3 to 5 pm. Employees are encouraged to stop by the team workstations to check their information and make necessary updates with the help of the volunteers.

The Clubs at Charles River Park to host luau
The Clubs at Charles River Park, the full-service health club adjacent to the MGH, will host a Hawaiian luau Aug. 31, from 7 to 10 pm. The poolside celebration will feature traditional Polynesian dishes, a tiki deck, a pig roast, tropical drinks, games and contests, a DJ and dancing. Tickets will be on sale through the day of the luau, at a cost of $35 for club members and all MGHers, and $45 for all others. For more information, call Brandon Beatty or Erin Marley at (617) 726-2900 or visit *http://is.partners.org/healthclub.*

Free peripheral vascular disease screening
The MGH will offer a free screening clinic for peripheral vascular disease (PVD) Sept. 20, from 9 am to 4 pm in the Vascular Radiology area on Gray/Bigelow 2. PVD is a condition in which the arteries carrying blood to the arms or legs become narrowed or clogged. Refreshments will be served. For more information or to register, contact Shirley Roberts at (617) 726-8314.

Making a Difference roundtable and grants
The MGH Making a Difference grant program has been funded for the 2001-2002 year, and will be accepting applications through Nov. 1. Jointly sponsored by the MGH and the Massachusetts General Physicians Organization, the program supports employee initiatives to improve quality of service for patients, families and co-workers. A customer service roundtable discussing the grant program will be held Sept. 20, 10 to 11:30 am in the Wellman Conference Room. To register for the roundtable, call (617) 724-8098. To obtain a grant application, call (617) 726-1816.

Ives Erickson recognized for excellence, leadership

Jeanette Ives Erickson, MS, RN, senior vice president for MGH Patient Care Services and chief nurse, has been awarded the annual Mary B. Conceison Award for Excellence in Nursing Leadership. The award salutes outstanding nurse leaders within the Massachusetts Organization of Nurse Executives (MONE) and American Organization of Nurse Executives.

In addition to her leadership role at the MGH, Ives Erickson has been a MONE member for 13 years, serving as a speaker and spokesperson. She also has handled a variety of responsibilities as a member of MONE's government affairs, public relations and by-laws committees.

James J. Mongan, MD, president of the MGH, remarks upon Ives Erickson's strengths and his support of her achievements: "Jeanette is a natural leader. She has created numerous educational opportunities for employees, and has found many ways to honor the truly excellent nursing staff here at the MGH," he says. "Jeanette honors the nurses who give of themselves so freely to the hospital and to our patients. I am pleased to see her contributions to the field recognized."

Submit news tips and story ideas to the *MGH Hotline*

Contact editors by phone
Victoria Brady, editor, at 724-6433; or
Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

The next issue of *Hotline* will be published Sept. 7. Happy Labor Day!

September 7, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Gagliano appointed to leadership position

Nancy Gagliano, MD, was appointed last week to the new role of vice president for MGH Physician Practice Management. Gagliano's position succeeds that of Joan Sapir, who left the position of vice president for Customer Service and Practice Support. Sapir now has taken the role of vice president for Neurosciences and Pediatrics.

According to Peter Slavin, MD, chairman and CEO of the Massachusetts General Physicians Organization (MGPO), once Sapir left her previous role, senior management reviewed the components of the position and concluded that more physician leadership was needed in initiatives to improve the overall performance of physician practices.

Gagliano

"We want to acknowledge the progress and success Joan brought to her role," says Slavin. "We now are in a strong position for even more progress in customer service and practice support. Nancy has been very effective in understanding and meeting the needs of patients, physicians and support staff. By appointing Nancy to this position, the MGPO and the MGH demonstrate our commitment to including physicians in important management roles."

Gagliano's previous positions included associate medical director of Primary Care for the MGPO and clinical director of MGH Women's Health Associates. A Harvard Medical School graduate, Gagliano completed her medical residency training at BWH and a clinical fellowship at Children's Hospital. She joined the MGH staff in 1989.

Gagliano primarily will report to Dan Ginsburg, president and chief operating officer of the MGPO, and will have a secondary reporting relationship to James J. Mongan, MD, president of the MGH.

MGH takes lead in Employee Blood Drive Challenge

With the MGH/BWH Employee Blood Drive Challenge approaching its third and final week, the MGH has taken the lead in the contest. To date, 136 MGHers have donated blood — 1.36 percent of the MGH employee population — while BWH has logged 72 employee donations, .85 percent of all BWH employees.

The MGH Blood Donor Center thanked its donors with a pizza party Sept. 4 and 5, offering Papa Gino's and Pizzeria Uno pizza to everyone who stopped by to give the gift of life. MGHers are encouraged to make an appointment to donate in the coming days — a time when many would-be donors will be on vacation, and the Massachusetts blood supply will be at a critically low level. The challenge will run through Sept. 14. All employee donors who give blood during the contest will receive an Employee Blood Drive Challenge T-shirt, and the winning donor center also will be presented with a plaque at the conclusion of the challenge.

For more information or to schedule an appointment to donate, call (617) 726-8177.

MGHers Cindy Aiena, left, and Seattle Carreiro help the MGH move ahead in the Employee Blood Drive Challenge.

See inside for more details about the 2001 Partners in Excellence Awards

PARTNERS HEALTHCARE SYSTEM

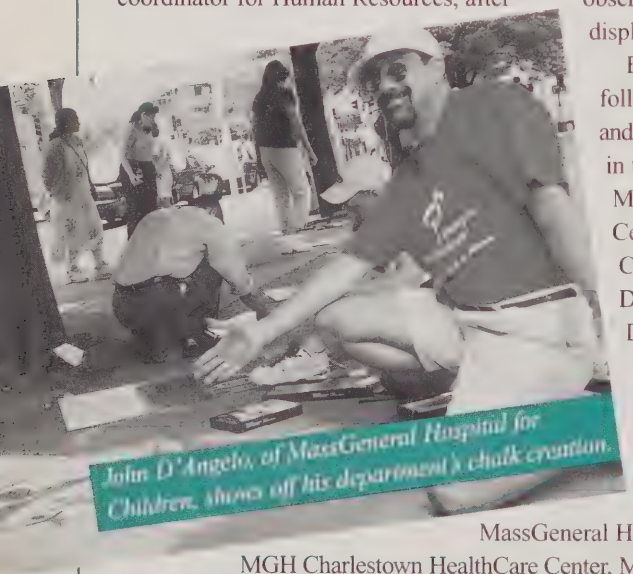
2001 Partners in Excellence Award

Each year, hundreds of Partners employees who go above and beyond the call of duty are recognized at annual Partners in Excellence Award ceremonies, which take place at institutions throughout the system. The Partners in Excellence Award is designed to spotlight individuals and teams whose high standards inspire all employees, and whose accomplishments enable Partners to provide the highest levels of service and care. Nomination forms for the 2001 Partners in Excellence Award now are available (*see enclosed nomination form*) and are due by Sept. 28. All employees in good standing — including medical staff — who work within Partners and its affiliates are eligible to receive a Partners in Excellence Award. To nominate a colleague, visit *http://intranet.partners.org/PIE* or complete the enclosed nomination form. ●

Chalking one up: MGHers show their artistic skills at sidewalk festival

MGH employees boast a variety of talents and strengths, from the bedside to the bench to the boardroom. The Boston "Chalk One Up for the Arts" Festival, held at Boston City Hall Plaza Aug. 23, however, gave MGHers an opportunity to showcase their skills as artists.

MGH Employee Activities, through MGH Human Resources, reserved street squares for employees to create their chalk masterpieces alongside well-known Boston artist Sidewalk Sam. "We truly have some real artists here at the MGH," commented Sunayana Jhalani, special events coordinator for Human Resources, after observing the colorful displays of artwork.



John D'Angelo of MassGeneral Hospital for Children, shows off his department's chalk creation.

Employees from the following departments and services participated in the festival: the MGH Blood Donor Center, Burn Unit, Cancer Center, Development Office, Diabetes Research, Health Information Service, Human Resources Staffing Group, Laboratory Support Service, MassGeneral Hospital for Children, MGH Charlestown HealthCare Center, MGH Community Health Associates, Social Services, Volunteer Services and WACC 2 Laboratory. ●

Bridged by books: Librarians from around the globe gather at the MGH

IFLA visitors gather with MGH librarians for a tour of the Treadwell Library.

As a leading resource for medical information, the MGH Treadwell Library was selected as one of the Boston area libraries to host tours for the International Federation of Library Associations and Institutions (IFLA). The organization's recent annual meeting, held in Boston Aug. 16 through 25, brought together library and information services professionals from 143 countries.

Treadwell hosted a group that included library representatives from Ghana, Thailand, Scandinavia, Australia and the United States Library of Congress. The MGH tour featured a demonstration of Treadwell's virtual library and its technology-related projects, as well as a visit to the Blum Patient Family Learning Center, the Cancer Resource Room and the Ether Dome.

Carolyn Paul, a Treadwell librarian, noted, "The international guests were very impressed with all that the MGH is doing to get information to our health care professionals, patients and families." Elizabeth Schneider, director of the Treadwell Library, agreed. "The visiting librarians vowed that they definitely would be back for a visit."

Other visitors may access Treadwell resources through its virtual library at *www.massgeneral.org/library.*

PARTNERS IN EXCELLENCE

Exemplary accomplishments at all levels of Partners HealthCare contribute to our ability to build a strong, customer-focused organization. Because of his or her "above and beyond the call of duty" contributions to Partners' accomplishments, I am nominating:

(Please write legibly or type)

Name of Individual Being Nominated: _____

Department: _____ **Employee I.D. #:** (If known)_____

Nominee's E-Mail Address: _____ **Nominee's Telephone #:** (____)_____

Nominee's Institution: (check one)

- ❑ Brigham & Women's Hospital
- ❑ Mass. General Hospital
- ❑ Partners
- ❑ Dana-Farber/Partners CancerCare
- ❑ Faulkner Hospital
- ❑ McLean Hospital
- ❑ Newton-Wellesley Hospital
- ❑ North Shore Medical Center
- ❑ PCHI
- ❑ Partners Home Care, Inc.
- ❑ Spaulding Rehabilitation Hospital Network

Health Center or other site (if applicable): _____

Award Categories: (Please check only one category per nomination)

- ❑ Quality Treatment and Service (includes patient care, respect for individuals, customer focus, etc.)
- ❑ Leadership and Innovation (includes patient care, teaching, research, management, etc.)
- ❑ Teamwork
- ❑ Operational Efficiency
- ❑ Outstanding Community Contributions

Description of Accomplishment(s):

You may use the back of this form to describe the reason for the nomination. Please provide as much detail as possible to accurately describe the reason for the nomination. Documentation in support of the nomination, such as letters from patients or other material, may be included with the submission.

USE FORM ON BACK TO PROVIDE DESCRIPTION

PARTNERS HEALTHCARE

PARTNERS IN EXCELLENCE

In 400 words or less, describe the reason for the nomination, highlighting the outcome of the accomplishments in terms of quality improvement, financial savings or improved efficiency. (Please write legibly. You may also type the description on a separate sheet and attach to the nomination form.)

Nominated By: _____

Department: _____ **In-house Bldg/Room Location:** _____

Date: _____ **E-Mail Address:** _____ **Telephone #:** (____)_____

Nominator's Institution (check one):

- ❑ Brigham & Women's Hospital
- ❑ Mass. General Hospital
- ❑ Partners
- ❑ Dana-Farber/Partners CancerCare
- ❑ Faulkner Hospital
- ❑ McLean Hospital
- ❑ Newton-Wellesley Hospital
- ❑ North Shore Medical Center
- ❑ PCHI
- ❑ Partners Home Care, Inc.
- ❑ Spaulding Rehabilitation Hospital Network

Health Center or other site (if applicable): _____

Submit your 2001 nomination by September 28, 2001

Online: http://intranet.partners.org/PIE
Fax: (617) 724-0931
Mail: Partners in Excellence Award, Partners HealthCare, Employee Programs, Charles River Plaza, 185 Cambridge St., 2nd Floor, Boston, MA 02114-2705

For questions, contact Partners Employee Programs at (617) 724-9743 or via email at partnersinexcellence@partners.org

PARTNERS HEALTHCARE

PARTNERS IN EXCELLENCE

Exemplary accomplishments at all levels of Partners HealthCare contribute to our ability to build a strong, customer-focused organization. Because of this team's "above and beyond the call of duty" contributions to Partners' accomplishments, I am nominating:

(Please write legibly or type)

Name of Team Being Nominated: _____

Team's Institution: (check one)

- ❑ Brigham & Women's Hospital
- ❑ Mass. General Hospital
- ❑ Partners
- ❑ Dana-Farber/Partners CancerCare
- ❑ Faulkner Hospital
- ❑ McLean Hospital
- ❑ Newton-Wellesley Hospital
- ❑ North Shore Medical Center
- ❑ PCHI
- ❑ Partners Home Care, Inc.
- ❑ Spaulding Rehabilitation Hospital Network

Health Center or other site (if applicable): _____

Team Leader(s) Name (Required) (Attach another sheet for additional names)	**Institution (Required)**	**Employee ID #**	**E-Mail Address (if known)**	**Telephone # (Required)**
1.				
2.				

Award Categories: (Please check only one category per nomination)

- ❑ Quality Treatment and Service (includes patient care, respect for individuals, customer focus, etc.)
- ❑ Leadership and Innovation (includes patient care, teaching, research, management, etc.)
- ❑ Teamwork
- ❑ Operational Efficiency
- ❑ Outstanding Community Contributions

Name of Team Members (Required) (Attach another sheet for additional names)	**Institution/Site (Required)**	**Employee ID # (if known)**

Description of Accomplishment(s):

You may use the back of this form to describe the reason for the nomination. Please provide as much detail as possible to accurately describe the reason for the nomination. Documentation in support of the nomination, such as letters from patients or other material, may be included with the submission.

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Department: _____ **In-house Bldg/Room Location:** _____

Date: _____ **E-Mail Address:** _____ **Telephone #:** (___)_____

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PARTNERS HEALTHCARE

ADVANCES

Study finds one-tenth of medical residents feel unprepared for clinical practice

More than one in ten medical residents say they feel unprepared to handle certain treatments and procedures relative to their specialties, despite years of solid training, according to an MGH study published this week in the *Journal of the American Medical Association.*

While residents in all eight specialties represented in the study felt prepared to handle most of the common conditions they would encounter in their clinical careers, a surprising one-tenth said they felt unprepared to deal with such tasks as the treatment of HIV/AIDS, substance abuse, nursing home patients, management of chronic pain, counseling patients about domestic violence and depression, and certain procedures, such as spinal or cancer-related surgery.

The study, from the MGH/Partners Institute for Health Policy, is the first comprehensive analysis of resident preparedness in more than a decade. The findings suggest that gaps exist in the preparedness of physicians to manage the full range of patients, procedures and problems they may encounter.

Residents reported a very positive view of their training to handle most common clinical problems, but they expressed concern regarding the adequacy of their training for dealing with nontraditional patient populations, such as patients with substance abuse problems or patients in settings like nursing homes.

"This survey tells us that residency programs may not be changing quickly enough to keep up with the reality of medical practice today. We may be seeing a residency-practice mismatch," says David Blumenthal, MD, MPP, lead study author and director of the MGH/Partners Institute for Health Policy. "Teaching hospitals and medical schools need to provide residents with quality training that reflects the diversity of the patients they will one day treat."

The study was conducted by Blumenthal, Manjusha Gokhale, Eric G. Campbell, PhD, and Joel S. Weissman, PhD, all of the MGH/Partners Institute for Health Policy.

Fond farewell: Sendoff for Partners summer interns

The MGH and other Partners institutions often are heralded as key centers for learning and educational development. During the past summer, for instance, 19 college students from around the country gained valuable knowledge, work experience and confidence from their time spent as Partners summer interns.

Partners summer interns meet for a celebration and farewell luncheon.

The interns, along with their Partners sponsors, were recognized and thanked for their contributions at a luncheon Aug. 21, held at the Partners headquarters at the Prudential Center. The students shared explanations of their individual projects and summarized what they had learned during their summer with Partners.

"We always are pleased to host the interns and their sponsors at this end-of-term event, and to learn about their experiences," says Suzanne Culver of Partners Human Resources. "The interns report that their projects were very meaningful, and they feel that their work at Partners has helped to shape their future careers."

The Partners Internship 2001 program placed 14 students at the MGH and five at McLean Hospital.

For more information about the Partners Internship program, call (617) 724-8568.

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MGH HOTLINE

WHAT'S HAPPENING

EAP eating disorders presentation

The MGH Employee Assistance Program (EAP) will begin its fall Work/Life Seminar Series with a presentation about eating disorders Sept. 13. The seminar will be held from noon to 1 pm in the Wellman Conference Room. Anne Becker, MD, PhD, of MGH Psychiatry, will provide information about the symptoms and complications of eating disorders, as well as treatment options. For more information, contact the EAP at (617) 726-6976.

MGH Nursing Career Expo

The MGH will host a Nursing Career Expo Sept. 16, from noon to 4 pm in the North and East Garden Dining Rooms. Staff nurses and clinical nurse specialists are invited to meet with nursing leadership, clinical educators and other staff nurses. Participants will tour MGH nursing units and receive more information about MGH Nursing. Two courses, each awarding 1.2 contact hours, also will be offered. "Delirium in the Hospitalized Older Adult: Nursing Assessment and Interventions" will be held from 12:30 to 1:30 pm. "Nursing Management of the Patient Undergoing Electrophysiology Studies and Implantation of the Implantable Cardioverter Defibrillator" will be held from 2 to 3 pm. For more information, call Jennifer Golden at (617) 724-6052 or send e-mail to *jgolden@partners.org*.

MGH Cancer Center's HOPES Program events

The MGH Cancer Center's HOPES (Helping Our Patients and Families through Education and Support) Program will offer several events and seminars this month. Oncology social worker Jeff Mello, MSW, LICSW, will present "The Male Perspective: Prostate Cancer Support" Sept. 12, from noon to 1 pm. Michael McElhinny, Oncology chaplain, will facilitate "Fear of Death: Spiritual Resources" Sept. 17, from noon to 1 pm. Art therapist Elizabeth Cook will offer "The Healing Power of Creative Expressions" Sept. 18 and 25, from 1 to 2 pm. Yoga instructor Luba Zagachin will offer yoga classes Sept. 13, 20 and 27, from noon to 1 pm. All events are held in the Cancer Resource Room on Cox 1. For more information, call (617) 72-HOPES.

Weight management class

MGH Nutrition Services will offer a 10-week weight management class, "Winning at the Losing Game," beginning Sept. 25. The class will meet every Tuesday from 5:30 to 7:30 pm, and will include nutrition education from a registered dietitian, an exercise program supervised by a physical therapist and martial arts instructor and behavioral modification to assist with lifestyle change. The course fee is $225 for MGH employees, and $240 for all others. Participation is limited to 15 people. For more information, call (617) 726-2779.

POPPS educational fair

MGH Police, Outside Services, Parking and Photography Services (POPPS) will present an educational fair, featuring the fourth annual MGH Amateur Photography Contest, Sept. 14, from 11 am to 4 pm under the Bulfinch Tent. MGHers are invited to learn about the department and the programs and services it offers, such as crime prevention, community policing, photo identification badges, special investigations, photo services and more. Also participating in this year's fair will be the MGH Employee Assistance Program, Hospitals Helping Abuse and Violence End Now (HAVEN), the Safety Department and the Office of Patient Advocacy. For more information, contact Leah Coviello at (617) 724-3030.

HIV and Women symposium

The MGH Neuroendocrine Unit and the Partners Center for AIDS Research will sponsor "HIV and Women: Epidemiology, Immunology and Metabolism," Sept. 17, from 8 am to 3 pm at the Starr Conference Center, 185 Charles River Plaza. The symposium is free and open to the public, but space is limited. For more information, contact Steven Grinspoon, MD, at (617) 726-3890. To register, call Negar Aliabadi at (617) 726-5312.

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by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

Schwartz Center celebration

The Kenneth B. Schwartz Center will celebrate its sixth anniversary at its annual dinner Oct. 24, 5:30 pm at the Westin Hotel, Copley Place. The dinner will feature a performance by musician Richie Havens and will include the presentation of the third annual Compassionate Caregiver Award. This year's dinner chairs are: Charles D. Baker, Jr., president and CEO of Harvard Pilgrim Health Care; Harris Berman, MD, CEO of Tufts Health Plan; Jim Hooley, president and CEO of Neighborhood Health Plan; and William C. Van Faasen, president and CEO of Blue Cross and Blue Shield of Massachusetts. Tickets are $175 each. For more information, call (617) 724-4746 or visit *www.theschwartzcenter.org*.

September 14, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

The terrorist attacks that took place this week have touched the lives of the MGH family in countless ways. Among those killed or missing are family members and friends of MGH employees and staff. All of us in the MGH community extend our heartfelt sympathies to these employees and their families. They are in our thoughts and prayers. This issue of *Hotline* is dedicated to everyone — at the MGH and throughout the nation — who has been deeply affected by this enormous international tragedy.

Hope amidst horror: Hundreds line up to donate blood

As television screens flickered and radios blared with the somber news that the United States had been attacked, the nation's hope and resolve could be seen clearly in blood donor centers everywhere.

At the MGH, a line of would-be blood donors stretched past the Jackson Lobby within an hour of the first news reports. By 7 pm, when the Blood Donor Center closed its doors for the night, more than 400 people had come to the MGH to donate. The average for any given day typically is 30 to 50 donations.

Some members of the Blood Transfusion Service staff, both in the Donor Center and in the laboratories, worked from 7 am to midnight to collect and process all of the donated blood.

The donors themselves represented a wide range of ages, circumstances and backgrounds — all united by a simple desire to help. Some donors were directly impacted by the devastation wrought in New York City and Washington, DC. Bernard Donefer commutes between Boston and New York; his family lives in Manhattan. He was on the phone with an associate working at the World Trade Center when the first plane struck.

"All I heard was 'Fire! Bomb!' and the line went dead," Donefer related, his voice trembling. "I don't think anyone could have comprehended horror of this magnitude. I know a lot of people in New York. I take this very personally."

The center collected 330 units of blood Sept. 11 alone. The turnout was so great that some donors had to be asked to return at a later date. "We are limited in the amount of blood we can collect and process on a daily basis," says Christopher

(Continued on Page 3)

MGHers among those deployed to New York to aid in tragedy

On the morning of Sept. 11, MGH trauma surgeon Susan Briggs, MD, was in the operating room performing a routine procedure, oblivious that the world outside had changed forever. Then she got the phone call she had anticipated for years, but had prayed would never come: word of a terrorist attack on the United States.

The Office of Emergency Preparedness in Washington, DC, notified Briggs that she and her trained team of emergency medical personnel were being activated, and needed to be ready to deploy in six hours to provide aid during the national disaster.

The tragic plane crashes and terrorist attacks in New York and Washington already had claimed countless lives, injured hundreds of others and left an entire country confused and in mourning. The devastation was incomprehensible, the images transmitted via television surreal.

"It was terrible when I got the call," Briggs said. "Even with all the training you do to respond to these events, you never envision something of this magnitude. This is the worst terrorist attack in the history of our country and the world."

Within three hours of the initial call, Briggs had recruited 60 members of her emergency response team, which is part of the International Medical Surgical Response Team (IMSuRT) and the

(Continued on Page 2)

Members of the relief team ready to leave for New York

MGH clinicians offer advice for parents

In the aftermath of the terrorist attacks on the United States, MassGeneral Hospital for Children and MGH Psychiatry offer the following suggestions for parents as they try to communicate with school-aged children about these events.

1. First, parents should ask what their child knows about the events of the day. This allows a parent to clarify distortions and help the child get clear information. Parents should encourage and invite questions.
2. Parents should encourage their child not to worry alone.
3. Sorting out concerns for personal safety may be first on a child's mind. Parents should explain to their child how far New York and Washington are from Boston.
4. The complicated and unanswerable questions do not need to be answered today. Children will understand that a thoughtful response may take time and require parents to consult with many others for an answer.
5. Some children may not want to go to school. A parent may ask the child if he or she is afraid of what happened. Kids may say they have a bellyache or sore throat. While some may actually be physically ill, it is not unusual for children to react emotionally through physical complaints. If a child seems very distressed, then school is not in order. Parents may choose to keep a child home for part of the day or elect to drive the child to school. For some adolescents, it may be helpful to be in school with other peers.
6. Children should watch television coverage of the events with parental guidance. Infants and toddlers especially should be protected from violent and graphic images. There is no way that kids can be sheltered from the media portrayal of such events. It is far better for kids to watch television with parental guidance so that they can ask questions and present their emotional responses than it is for them to do it alone or with peers.

— MGHers deployed to New York

(Continued from Page 1)

Metro Boston Disaster Medical Assistance Team (DMAT). IMSuRT is sponsored by the MGH. It was developed and is directed by Briggs herself, and also is a specialized medical team of the National Disaster Medical System, the congressionally mandated disaster system for the United States.

The function of IMSuRT and DMAT is to deploy rapidly a team of surgical, medical, nursing and other health care professionals — many of them MGH clinicians — from throughout New England, in the event of a catastrophic event in the United States or abroad. The medical team is specially trained and equipped to perform life-saving emergency care for victims injured in such disasters.

Susan Briggs, MD

By 6 pm that day, approximately 35 members of IMSuRT, DMAT and components of the Pediatric and Burn Specialty Medical Teams left the MGH to travel by ground transportation wherever they were needed — possibly New York or an outlying area.

With backpacks filled with essentials such as clothes, scrubs, water bottles and a sleeping bag, as well as medical supplies and equipment, the group was well prepared for the trip.

According to Barbara McGee, RN, of the MGH Burn Unit and a member of the Burn Specialty Team for IMSuRT, the group wasn't sure of their destination, but they were ready for whatever awaited them. "When we get called, we never know in what capacity we will be needed," she said. "We just get everything ready to go."

They were no longer hospital employees; they had become part-time federal employees deployed on a disaster relief mission. "The spotlight may be on us as we go to New York to help," said McGee. "But this truly is a hospitalwide effort because our co-workers and supervisors are allowing us to go help our neighbors in this tragic event."

Barbara Walsh, RN, from White 7, noted that everyone on her unit was supportive of her leaving her post to go with IMSuRT. "It makes you proud to work for an institution that will allow you to participate in something like this," she said.

Briggs expressed great confidence in the group. "These dedicated professionals are the best of the best," she said. She and her team expected that the majority of injuries they would see would be crush and burn injuries. "This will be unlike anything any of us has ever seen," she said.

As *Hotline* goes to press, Briggs has reported back to the MGH that she and her team first went to Stewart Air Force Base in Newburg, NY, assisting other emergency medical personnel. They then were deployed Sept. 13 to New York City, working at a location near the World Trade Center to aid health professionals there as needed.

— Hope amidst horror

(Continued from Page 1)

Stowell, MD, PhD, of MGH Pathology and director of the Blood Donor Center. "For this reason, we hope that people will consider returning to donate blood in the coming weeks."

Bill Hynes, administrative director of MGH Pathology, described blood donors' overwhelming response not only at the MGH, but also at the Blood Donor Center's traveling bloodmobile buses. "We've had tremendous support from MGH staff, local employers and even tourists who have walked in off the street to donate," he said. "It is so uplifting to see people chipping in to help at such a time of tragedy."

For updated information about the status of blood donation at the MGH, call (617) 726-8177 or visit *http://www.massgeneral.org.* ●

Blood donors wait to give the gift of life.

American tragedy affects the MGH

The images on the TV screens were unbelievable. The atrocities were unimaginable. As thousands of people across the country were stunned by the tragic news of the worst ever terrorist attack on American soil Sept. 11, MGH staff and employees braced for the possible impact.

As a level 1 trauma center, the MGH must be prepared for any type of disaster — local, state or national. And it is at moments like this that hospital employees come together in extraordinary solidarity to ensure the hospital runs like a well-oiled machine: patients are cared for, visitors are comforted and employees have what they need to do their jobs.

"The response of MGH employees to the tragedy — from volunteering their services to donating blood to helping fellow employees personally affected by the terrorist attacks — demonstrated once again what great employees we have at this hospital," says James J. Mongan, MD, president of the MGH. "I am fortunate to be a part of such a dedicated organization."

The first priority for the hospital was to ensure that all patients and employees were safe. MGH Police and Security implemented security measures to restrict access to hospital buildings, while maintaining accessibility for patients and their families.

Bonnie Michelman, director of MGH Police, Security and Outside Services, says that the department has worked hard to ensure safety in a professional, compassionate and sensitive way. "We heightened security to lower our vulnerability to any potential fallout from this week's events," she says. "We have done this in a variety of ways, trying not to scare or inconvenience people."

The second MGH priority was to evaluate the plausibility of making beds available in case there were casualties in Boston or in the event that New York hospitals were filled to capacity and patients needed to be transferred. Patient Care Services leadership and Admitting staff made plans to convert certain patient care floors into intensive care units. Chiefs of service made provisions for physicians to be available to care for additional patients if necessary.

Even though the preparation for the worst possible situation was not necessary in the end, the events of the day demonstrated the ability of MGH employees to cooperate, coordinate and collaborate in a time of need under extraordinary circumstances.

While the hospital attempts to get back to a normal routine, many MGHers are acknowledging the sorrow being felt by co-workers who lost loved ones in the attack. Mongan opened the General Executive Committee meeting Sept. 12 with a moment of silence for those who have been affected by the disaster.

"It is not uncommon in the aftermath of a tragedy like this to find grief, anger and despair," says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care Services and chief nurse. "I have witnessed all of this as I have spent time with members of our MGH family. I also have seen, however, the wonderful teamwork and support for all patients and their families. There are so many members of our community who have experienced a personal loss. Many employees have come forward to offer their assistance. The MGH family should be admired for this."

Ann Prestipino, senior vice president for Surgery, Anesthesia and the Cardiac program, who also was the administrator on call, echoed those sentiments: "There was a fabulous team effort here at the MGH," she says. "Everyone was willing to coordinate efforts and reach out to do whatever possible to help others at the hospital and to help the New York hospitals and community. We all continue to be impressed every day with the level of commitment and dedication at this institution."

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MGH HOTLINE

WHAT'S HAPPENING

Minority family health forum
The MGH will host a minority family health forum Sept. 21, from 2 to 4:30 pm in the O'Keeffe Auditorium. MGH physicians, dietitians, residents and other health professionals will discuss such topics as "Get Out of Your Chair," "A Healthy Pregnancy" and "HIV/STDs." A reception will follow. Space is limited. For more information or to register, call (617) 724-3344.

Pulmonary Hypertension Week
The MGH Pulmonary Hypertension Center will observe Pulmonary Hypertension Week beginning Sept. 19. A table will be set up in the lobby throughout the day, and two patients currently using ambulatory pumps for continuous IV therapy will be available to answer questions. For more information, contact Arlene Schiro, RN, CS, at (617) 726-1250.

Employee Assistance Program seminar
The Employee Assistance Program (EAP) will offer a two-part lunchtime seminar about breastfeeding. Part I, "Nourishing Your Newborn," will be held Sept. 20, from 1 to 2 pm in VBK 401. Part II, "Working and Breastfeeding: Returning to Work and Maintaining Your Milk Supply While Working," will be held Oct. 10, from 1 to 2 pm in VBK 401. Germaine Lambergs, RN, an MGH lactation consultant, will provide information for expectant and new parents at the seminar. For more information, call the EAP at (617) 726-6976.

Nominations accepted for Macaluso Award
Nominations now are being accepted for the Stephanie M. Macaluso, RN, Expertise in Clinical Practice Award. The award recognizes direct care providers throughout MGH Patient Care Services who exemplify the values and expert caregiving embodied by the late Stephanie M. Macaluso, RN. All MGH direct care providers are eligible. Each winner will receive a $1,500 prize and will be acknowledged at a reception. Nomination forms may be picked up in all patient care areas, in department offices and at the Gray Lobby information desk. All nominations must be received by Oct. 5. For more information, call Mary Ellin Smith, RN, MS, at (617) 724-5801.

Partners Responsible Conduct of Research Program
The Partners Responsible Conduct of Research Program will be held Oct. 29, 10 am to 4 pm in the Bornstein Amphitheater at BWH. The program is designed to fulfill NIH ethics training requirements for all National Research Service Award trainees receiving support from individual or institutional grants, fellowships or other awards. Participants must attend the entire session to receive a certificate of completion. For more information or to register, call Victoria Stavrinos at (617) 726-1291 or e-mail *vstavrinos@partners.org.*

Helping at a time of heartache

At a time of unprecedented crisis and pain, MGHers - both those affected personally by the terrorist attacks and those mourning with the rest of the nation — may take some comfort in resources available to the hospital community. The Partners Employee Assistance Program (EAP) has planned an extensive campaign of outreach, information, counseling and care for all employees touched by the Sept. 11 tragedy.

"Right now, we are mobilizing our resources across the Partners system and coordinating with departments here at the MGH," explains Andrea Stidsen, director of the EAP.

Several MGH employees have experienced personal losses from the plane crashes and World Trade Center and Pentagon attacks. Immediate counseling has been available to them, and their co-workers are encouraged to take advantage of the EAP's Critical Incident Stress Management Team. The team serves as a department resource for employees affected by loss, either in their own lives or the lives of their colleagues. Managers and supervisors can call the EAP directly for referrals.

A hotline — (800) 724-4327 — also will be manned by EAP counselors during the workday, set up in a triage format and incorporating extra staff as needed.

The EAP is located in VBK 427. Employees and their families may contact program staff by calling (617) 726-6976 or through the toll-free hotline, (800) 724-4327.

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Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

September 21, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

ADVANCES

Study shows excessive antibiotic prescriptions for sore throats

Most adult patients who see their doctors for a sore throat receive a prescription for an antibiotic, despite the fact that antibiotic treatment may be appropriate for only 10 percent of such patients. And even though traditional antibiotics penicillin and erythromycin are the recommended treatment for sore throats that do require antibiotics, physicians often prescribe newer, more expensive "broad-spectrum" antibiotics instead. These findings, based upon research conducted at the MGH, appeared in the Sept. 12 issue of the *Journal of the American Medical Association*.

The vast majority of sore throats are caused by viral infection, which antibiotics do not treat. Only in cases of bacterial infection — commonly referred to as "strep throat"— can antibiotics be useful. The current study, which analyzed physician practices from 1989 through 1999, supports previous research finding excessive antibiotic use in sore throats, and is the first to delineate the trend of prescribing inappropriate classes of the medications.

"There are pretty well-known criteria for diagnosing strep throat and predicting its incidence in a population," says Jeffrey Linder, MD, of the MGH General Medicine Division, the paper's first author. "If you go in to see your doctor for an upper respiratory infection — including a sore throat — nine times out of ten, you should not be given an antibiotic."

Linder and senior author Randall Stafford, MD, PhD (who now is at Stanford University), analyzed data from an annual survey of physicians who answered questions about patients' diagnoses and the treatments provided after outpatient visits during a certain week. Among patients seen for sore throats during the study period, 73 percent received an antibiotic prescription. Of those prescriptions, 68 percent were not for one of the two recommended antibiotics.

While the dangers of overusing antibiotics — most significantly, the development of antibiotic resistance in bacteria — are well known, there are many forces that could lead physicians to prescribe them inappropriately. Antibiotic use also may needlessly place patients at risk for allergic reactions, and the newer antibiotics can be as much as 20 to 40 times more expensive than penicillin or erythromycin.

In aftermath of tragedy, MGHers cope, console

New York mayor Rudy Giuliani has encouraged New Yorkers — and all Americans — to try to return to their normal routines after the terrorist tragedy that struck the United States last week. Getting back to normal may seem to be an impossible task. But miles away from the sites of destruction, MGH employees are trying to do just that.

Many MGHers have turned their thoughts and prayers to their own co-workers who lost loved ones in the hijacked plane crashes in New York, Washington, DC, and Pennsylvania. The healing process began early last week as MGH employees comforted each other while watching the news coverage in dismay.

MGH Chaplaincy staff held a prayer service Sept. 12 in the MGH chapel and a much larger interfaith prayer vigil Sept. 14 in the O'Keeffe Auditorium. Employees at the MGH health centers tuned in to the vigil via teleconferencing screens. Hundreds of MGHers packed the auditorium and the nearby Haber Room to participate in the special service, which was presided over by Rev. Mary Martha Thiel, director of MGH Chaplaincy. MGH clergy and other hospital employees from various faiths — including Islam, Catholicism, Protestantism and Judaism — offered prayers and words of comfort, remembrance and forgiveness.

Approximately 250 employees attended a similar service at CNY Sept. 14, and MGH chaplains have responded to requests to provide spiritual care for passengers and employees at Logan Airport, where two of the hijacked flights originated.

MGH employees also have found solace in the knowledge that a group of MGH physicians and nurses were deployed last week to New York to help in the relief efforts. MGH surgeon Susan Briggs, MD, took a group of 35 members of the International Medical Surgical Response Team (IMSuRT) and the Metro-Boston Disaster Medical Assistance Team (DMAT) to New York at the request of the federal government.

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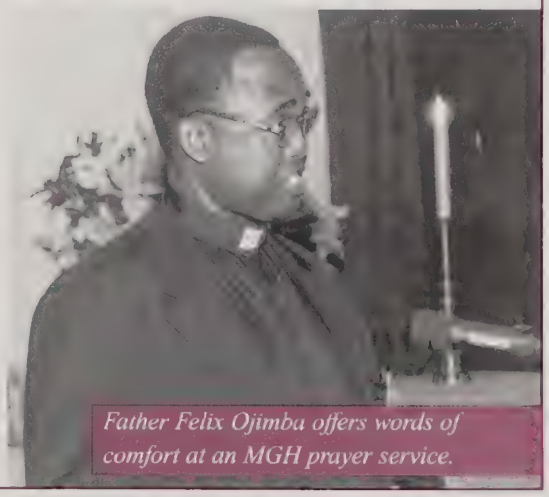


Father Felix Ojimba offers words of comfort at an MGH prayer service.

In aftermath of tragedy, MGHers cope, console

(Continued from Page 1)

On Sept. 13, the group was split up — some stayed at the Stewart Air Force Base in Newburg, NY, where the team first arrived, six nurses were deployed to the Cornell University Burn Unit and others reported to a location near what has become known as Ground Zero, where the World Trade Center's twin towers used to stand. The group was the first DMAT to set up a medical tent on-site for the treatment of rescue workers. During the last few days, the team has set up four additional tents — two situated directly amidst the rubble — to treat conditions such as severe blisters, respiratory problems and injuries sustained in falls. More trained volunteers have since joined the group, including two nurses from the MGH Burn Unit.

In addition to treating the physical wounds sustained at the disaster site, a group of MGH psychiatrists, psychologists and social workers left for New York to help Bellevue Hospital's Psychiatry department counsel those who may suffer from psychological wounds caused by this tragedy. The group, called the Harvard Program in Refugee Trauma, joined the MGH in July and is led by MGH psychiatrist Richard Mollica, MD. MGH psychiatrist Fred Stoddard, MD, also has organized a group of psychiatrists from Massachusetts to go to New York to aid in the counseling efforts.

Back at the MGH, the Psychiatry Department joined with staff of MassGeneral Hospital for Children to offer words of wisdom to employees and the general public about how to cope with anger and anxiety. They also advised the community on how to communicate with children of all ages in the aftermath of the national disaster. MGH psychiatrists and nurses have been interviewed on the subject by local and national print and television outlets during the last two weeks.

MGH Psychiatry and MassGeneral Hospital for Children also collaborated with MGH Nursing to present a family forum for employees Sept. 20. The forum featured MGH psychologist Larry Kutner, PhD, who specializes in child development and parent and child communication.

In addition, the MGH Employee Assistance Program staff are providing assistance to employees with office visits. The staff also hosted an information table in the Main Corridor Sept. 17.

MGH Blood Donor Center staff continue to be overwhelmed and touched by the outpouring of so many volunteers who want to donate blood for those injured in the attacks. During a five-day period after the Sept. 11 incident, more than 1,000 blood donors gave the gift of life at the MGH. That figure represents the average number of blood donors at the center in an entire month.

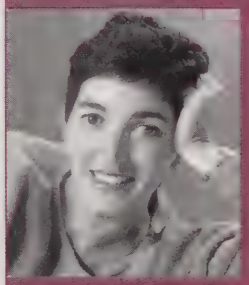
Although the blood supply needs have been met in New York and Washington, the MGH Blood Donor Center encourages people to continue to donate in honor of the victims and volunteers. The need for blood supplies will continue. Employees and others can arrange to donate blood in groups of four or more by calling the center at (617) 726-8177.

While it may be too soon to tell when everyday life will return to what was once considered normal, MGH staff and employees continue to persevere and commit themselves to their jobs at hand.

Hospital employees, friends and family members can visit *www.massgeneral.org* for more information about hospital resources. ●

Cancer survivors gather for information, inspiration

The MGH Cancer Center's Network for Patients and Families hosted its fifth annual survivors' conference Sept. 8, featuring informative and inspiring presentations for cancer patients, survivors, their families and friends.



One of the featured guests was cancer survivor and author Margit Esser Porter *(left)*, who reflected on her "journey of hope" climbing Mount Fuji in Japan. Lynne Davis, a certified music practitioner and psychotherapist, performed on the harp and spoke about using music for health, relaxation and restoration. MGH Cancer Center physicians Anthony Zietman, MD, Richard Penson, MD, and Arlan Fuller, MD, gave updates about new medical advances in radiation, medical and surgical oncology. MGH physical therapist Diane Heislein, PT, MS, OCS, spoke about regaining strength and stamina during the battle against cancer.

Childcare expansion for MGH, Partners employees

Childcare options for employees of Partners, the MGH and the MGH Institute of Health Professions will expand with the opening of a new daycare center at the Catherine Filene Shouse Building — formerly Building 36 — at CNY. The center, called the Children's Quarters of the MGH Institute of Health Professions, is scheduled to open in January 2002 in the building that will be the new home of the Institute.

The center will be licensed to provide developmentally appropriate care to children between 2 and 6 years of age. Applications currently are being accepted on a rolling basis. Enrollment is scheduled to begin in November 2001. Twelve of the 49 available slots have been reserved for Charlestown residents. Priority for the remaining openings will be given to the Institute community of faculty, staff and students, and then to MGH and Partners employees.

The center's hours of operation will be Monday through Friday from 6:30 am to 6 pm. Full-time tuition has been set at $915 per month. Part-time slots also will be available.

For more information or to receive an application, contact the MGH Children's Center at (617) 726-5437. ●

MGH art therapist offers comfort through creativity

MGH cancer patients have access to a number of services, from the clinical and caregiving to the spiritual and social. Thanks to a new offering through the MGH Cancer Center's HOPES (Helping Our Patients and Families through Education and Support) Program, patients — and their families, friends and caregivers — can find solace and support in artistic expression as well.

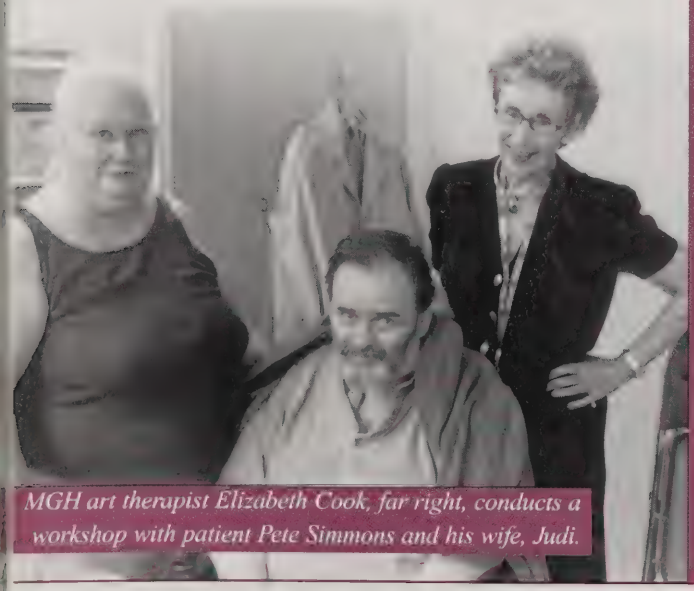
Art therapist Elizabeth Cook began offering "The Healing Power of Creative Expression" at the MGH in January. After a summer break, the workshops resume this month. Art therapy sessions will be held on Tuesdays from 1 to 2 pm. There also will be a new addition this fall — poetry therapy, with an inaugural workshop taking place Oct. 9 from 11 am to noon. All workshops will be held in the Cancer Resource Room on Cox 1.

Cook began her career at the MGH 40 years ago as a chemist. At the age of 60, she decided to earn a degree in experimental art therapy — a field she describes as "using music, arts, sight and sound to help people express themselves."

The workshop sessions involve a unique combination of meditation, interaction and artistic expression. "It's very important to give patients the chance to tell their story," Cook explains. "Art therapy is about creating a safe space, encouraging people to explore different forms of art and to experiment in whatever way they choose."

Cook emphasizes that no particular background in art or poetry is required to participate in the sessions. "The theme is caring, which everyone has the capacity to do," she says.

In addition to patients and their families, the art and poetry therapy groups are open to all MGH employees. For more information, call (617) 72-HOPES. ●



MGH art therapist Elizabeth Cook, far right, conducts a workshop with patient Pete Simmons and his wife, Judi.

Beginning a new season of "Illuminations" — and a new chapter in cancer treatment

MGH cancer patient and Illuminations artist John Monteiro showcases one of his pen-and-ink drawings.

The MGH Cancer Center bears witness to numerous medical feats in the battle against cancer. The center, however, was the site of a different sort of display Sept. 6 — the debut of the second season of artwork in the "Illuminations" exhibit.

Illuminations is a rotating art showcase housed at the MGH Cancer Center. Local artists working in a variety of media display their artwork for a season at a time. The pieces are chosen to reflect themes of human courage, experience and life and are designed for the viewing pleasure of Cancer Center patients, families, staff and friends.

Arlan Fuller, MD, co-director of the Gillette Center for Women's Cancers, and Janet Gallant, MSN, RNC, OCN, nursing coordinator for the MGH Gynecologic Oncology Service, introduced the new season's display at the Sept. 6 reception. The evening also served as a celebration of the opening of the new Gillette Center for Women's Cancers Gynecologic Oncology Unit on Cox 5. The unit will offer comprehensive evaluation and treatment for women with ovarian, endometrial and cervical cancers.

The exhibit's featured artists include two former MGH cancer patients, sculptor Brian Fitzgibbon and pen-and-ink artist John Monteiro. The other Illuminations artists are David Scriven Crowley, who showcases watercolor and oil paintings; Michele Dangelo, who shares her oil work; Bill Franson, who displays his photography; John Kasbohm, who also is contributing photography; Kaz Naganuma, who shares oil and acrylic paintings and mixed media; Ellen Patton, who showcases her photography; and Donald Quincy, who displays his work in wood carving. For more information about Illuminations, call (617) 726-2689.

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WHAT'S HAPPENING

Partners Coding College
The MGH and Partners now are sponsoring after-work courses for those interested in developing a career in coding and other areas of health information. Classes are taught by Northeastern University instructors and are covered by up to $2,000 per year in tuition reimbursement. Two courses will be offered throughout the fall: CPT-4 Coding and Pathophysiology I. All credits earned count toward a college degree. For more information, call Partners Training at (617) 726-2230.

Clinical Research Program CRC training seminar
The MGH Clinical Research Program will sponsor "Conducting Clinical Research Studies," a seminar for clinical research coordinators with less than six months of experience. The seminar will be held Oct. 10, from 8:30 am to 5 pm in the Wellman Conference Room. Lorraine Ellis, MS, MBA, president of Research Dynamics, will provide instruction about the research site's role in the drug development process, the roles and responsibilities of research staff, good clinical practice, study conduct and audits. The seminar will award 8.4 contact hours for participating nurses. For more information or to register, visit *http://crnet.mgh.harvard.edu.*

American Heart Association Walk
MGH employees are invited to participate in the American Heart Association Heart Walk Sept. 29, 9 am at Lederman Field at the Charles River Hatch Shell. MGHers may walk with groups from MGH Cardiology, Pediatric Cardiology or MassGeneral Hospital for Children. MGH participants will meet for a team breakfast in the Walcott Conference Rooms from 7:45 to 8:45 am on the day of the walk. For more information or to sign up, contact Anne Fox of Cardiology at (617) 726-2366; Judy Becker, MD, of Pediatric Cardiology at (617) 726-3826; or John D'Angelo of MassGeneral Hospital for Children at (617) 724-3758.

Fall computer workshops
Partners Information Systems Training now has released the fall computer workshop training schedule for Microsoft Office applications. All classes are held at Partners Corporate Training, 185 Charles River Plaza. For schedules, course descriptions and online registration, call (866) 227-1085.

Scientific writing series
The MGH Clinical Research Program and Department of Psychiatry will present "Scientific Writing," a three-part educational series, Oct. 10, 17 and 24, from 4 to 5 pm in the O'Keeffe Auditorium. The course is designed for employees who desire to improve their scientific writing ability. Departments also are encouraged to send representatives who can share new insights about the writing process. For more information or to register, call (617) 726-1669 or visit *http://crnet.mgh.harvard.edu.*

Partners videoconferencing services
Partners employees who are unable to travel to symposiums, lectures and conventions now can use videoconferencing to deliver their lectures. For more information and pricing details, contact Courtney Trautman at (617) 726-1652 or send e-mail to *ctrautman@partners.org.*

Looking through the lens: Photography Contest winner

Many MGHers apparently love to look at life through a camera lens — a fact made obvious by the enthusiastic response to the fourth annual MGH Amateur Photography Contest. Sponsored by the MGH Photography Department, the contest drew 110 entries from amateur shutterbugs throughout the hospital community.

The winning photograph *(below)* was submitted by Denis Tangney, treatment area coordinator in the MGH Emergency Department.

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September 28, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Wage and salary program announced

The MGH this week announced a fiscal year 2002 wage and salary program that includes a performance-based increase, ranging up to 6 percent. This year's General Hospital program is funded at 4 percent. Those who are above the maximum of their pay range are eligible for a bonus of up to 4 percent. The Massachusetts General Physicians Organization is using a similar approach.

In June 2001, the MGH increased differential rates for all employees who work evenings, nights and weekends. The hospital recently acquired a health club and provides discount memberships to employees as part of the MGH benefits program.

Employees are eligible for a pay increase on their hire anniversary date. A completed performance appraisal is required before any increase or bonus is processed.

In a letter announcing the wage and salary program that was distributed to employees this week, James J. Mongan, MD, president of the MGH, noted the extraordinary efforts of employees to deliver the best care and services to patients.

Employees and staff who have questions about the wage and salary program are encouraged to speak to their supervisors.

AMMP recognition luncheon honors dedication and drive

Success, accomplishment and determination all were applauded and awarded at the 2001 Association of Multicultural Members of Partners (AMMP) Scholarship and Recognition Luncheon Sept. 20. The event, held in the Wellman Conference Room, recognized a group of MGH and Partners employees who have distinguished themselves as scholars, professionals and leaders.

After a rendition of the National Anthem — sung by Margie Smith, MSW, of MGH Social Services — Ronald Greene, RN, of MGH Clinical Care Management and chair of AMMP, introduced the honorees. "These people truly have gone above and beyond in every way," he said before calling the 2001 AMMP Scholarship recipients to the podium.

Each of the eight winners will receive a $1,000 scholarship to pursue further education. In their acceptance speeches, many indicated that they intend to use their academic and career advances to better the MGH and Partners communities. "I've been at the hospital for 14 years," explained recipient Ingrid Beckles, of the MGH Psychiatric Nursing Service. "I would like to continue my success here at the MGH."

In addition to Beckles, this year's scholarship winners are: Nedjey Cassamajor, of Partners Real Estate; Jacquelyn Flowers, of MGH Clinical Care Management; Ingrid John, of MGH Research Management; Cheryl Joseph, of the Gillette Center for

(Continued on Page 2)

From left, honorees Halliday, Block, Arevoza, Clarke and Culver.

Advances

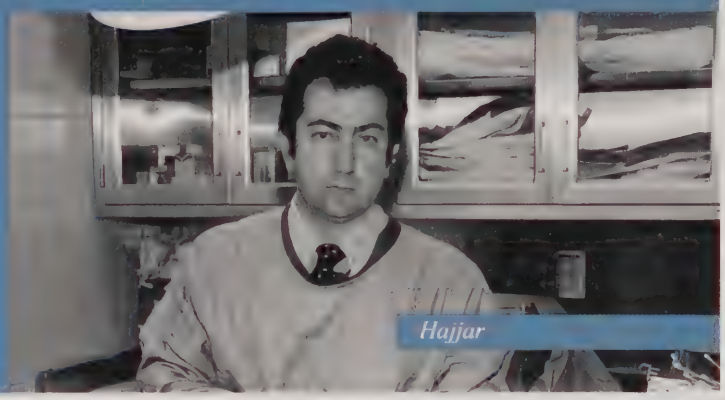
Gene therapy corrects heart failure in rat model

An MGH research group, which previously identified an important component leading to heart failure, has successfully fixed the problem in a rat model of the disease. The results are published in the Sept. 18 issue of *Circulation.*

"Fixing this one problem corrects a large number of abnormalities in the heart," say principal authors Federica del Monte MD, PhD, and Roger Hajjar, MD, of the MGH Cardiovascular Research Center. The MGH researchers have been studying a molecular pump that regulates calcium flow and allows the heart to contract and relax. "Heart failure in the aging is due to the fact that this pump is abnormal. It doesn't allow the heart to relax and fill appropriately," says Hajjar.

Del Monte and Hajjar's team used a model system, in which laboratory rats develop symptoms similar to those of humans with heart failure. The researchers discovered that fixing the calcium pump through gene replacement significantly improved the rate of survival. "We found that four weeks after we treated these rats with the gene encoding the calcium pump, survival was 63 percent compared with 9 percent for rats that didn't receive the gene," says Hajjar.

The researchers say that they hope their work eventually will lead to new methods of treating heart failure. MGH co-authors of the study are: Eric Williams; Djemal Lebeche, PhD; Ulrich Schmidt, MD, PhD; and Anthony Rosenzweig, MD.



Hajjar

Holtz retires from the MGH

Many MGH well-wishers gathered in the Trustees Room Sept. 12 to bid farewell to Jane Holtz, vice president for MGH Neurosciences and Pediatrics. Holtz retired from the MGH after 25 years of service.

James J. Mongan, MD, president of the MGH, with Holtz.

— AMMP recognition luncheon

(Continued from Page 1)

Women's Cancers; Dolores Ivette Kershaw, of MGH Inpatient Psychiatry; Marina Marke, of Radiology; and Wanda Velazquez, of MGH Community Benefits.

Several other MGH and Partners employees received recognition certificates for their work within the MGH Diversity Advisory Committee and the AMMP Membership, Nomination, Public Relations and Scholarship committees. Those honorees are: Gilbert Arenaza, of MGH Patient Financial Services; Maria Bloch, of MGH Environmental Services; Catherine Deely, of MGH Public Affairs; Flowers; Kathleen Hackett, of Partners Human Resources; LaDawn Hicks, of MGH Clinical Care Management; Cassandra Jones, of Partners Development; Jahanara Sachedina, of MGH Radiology; Velazquez; and Helen Witherspoon, of Partners Human Resources.

Patricia Beckles, RN, of the MGH Neonatal Intensive Care Unit, and former Partners employee Henry Ryan were acknowledged for their outstanding contributions to AMMP.

Executive Board honorees Kim Clarke, of the Partners Office of the General Counsel, and Suzanne Culver and Gaiel Thompson, both of Partners Human Resources, also were recognized.

Loretta Holliday, of MGH Public Affairs, was heralded as AMMP's Member of the Year. Holliday was presented with a special award by David Wise, of Partners Finance, chair of the AMMP Public Relations Committee, who lauded her for "her extraordinary dedication to and achievements for AMMP and its members."

Jeff Davis, senior vice president for MGH Human Resources, and Jeanette Ives Erickson, RN, MS, senior vice president for MGH Patient Care Services and chief nurse, remarked upon the accomplishments of the luncheon's honorees. "You help all of us today to celebrate the future," said Erickson. "Congratulations on a job well done."

AMMP meets on the second Thursday of each month, from noon to 1:30 pm in Bulfinch 222. All MGH and Partners employees are welcome. ●

MGH HOTLINE

MGH Vital Signs: FY 2001 third-quarter results

A quarterly status report of hospital performance

General Hospital financial statement (in millions)

	YTD Actual	Variance to Budget	FY 2000
Net Patient Service Revenue	$665.0	$ 12.0	$593.6
Research Revenue	215.2	3.9	196.6
Other Operating Revenue	63.4	6.2	57.3
Total Revenue	943.6	22.1	847.5
Salary and Benefits	354.6	(8.2)	313.1
Supplies and Outside Services	219.2	(10.0)	188.1
Other Operating Expenses	193.0	1.0	181.0
Direct Research Expenses	150.5	(3.6)	138.4
Total Expenses	917.3	(20.8)	820.6
Current Operating Gain (Loss)	26.3	1.2	26.9
Restructuring Charges	0	0	0
Prior-Year Adjustments	1.3	1.3	8.2
Gain (Loss) from Operations	**27.6**	**2.5**	**35.1**
Non-operating Gains (Losses)	18.2	3.5	33.8
Net Gain / (Loss)	$ 45.8	$ 6.0	$ 68.9

Financial overview: The MGH's third-quarter results have exceeded an aggressive budget target, resulting in the hospital being ahead of budget, with a year-to-date operating gain of $26.3 million. Year-to-date revenue adjustments played a significant role in the third-quarter operating gain. Expense variances have grown, stemming from inflationary pressures for salaries. The tight labor market continues to affect salary expense, which includes a recent market adjustment for nursing and a new shift differential policy. A $2.5 million overage in pharmaceuticals accounts for 44.5 percent of the supplies variance, while a reclassification of transplant-related supplies from outside services has helped drive a 12.9 percent overage in implants. A significant increase in the steam rate created a large variance in utilities.

Admissions were up by 537 over FY '00 but were 593 below FY '01 budgeted admissions. Admissions for the year are forecast to be 41,698, based on the assumption that fourth-quarter admissions will slightly exceed budget.

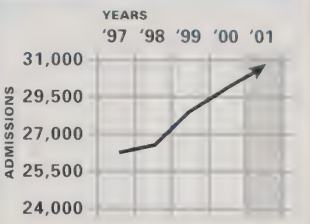
Length of stay (LOS) in the third quarter improved but still lags behind budget and prior year on a year-to-date basis.

Outpatient visits numbered 2,700 more than budget in the third quarter. Year-to-date outpatient visits, however, were 0.8 percent below both budget and FY '00 levels. Health center visits maintained a strong volume in the third quarter, and the Emergency Department exceeded budget by 1,673 visits by the end of the third quarter. Outpatient ancillary revenue exhibited strong growth over previous quarters, and outpatient surgeries exceeded budget by 471 through the third quarter.

Admissions

FY '01 actual:	30,967
FY '01 budgeted:	31,560
FY '00 actual:	30,430
Patient days	185,383
Inpatient surgeries	12,831
Births	2,507

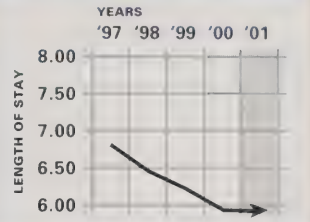
Five-year trend



Length of stay

	Days
FY '01 actual:	5.99
FY '01 budgeted:	5.88
FY '00 actual:	5.93

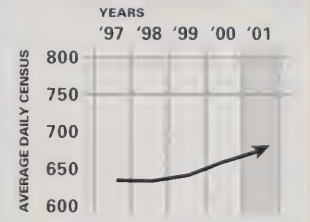
Five-year trend



Average daily census

FY '01 actual:	679
Average beds in service	858
Occupancy rate	79.14%
FY '01 budgeted:	680
FY '00 actual:	661

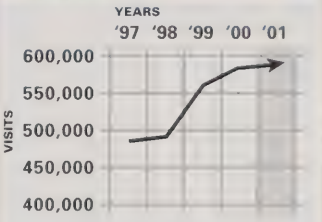
Five-year trend



Outpatient visits

FY '01 actual:	569,607
Clinic visits	305,405
Health center visits	209,208
Emergency visits	54,994
FY '01 budgeted:	574,455
FY '00 actual:	573,982
Outpatient surgeries	11,175

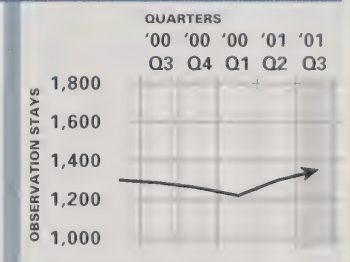
Five-year trend



Observation stays

FY '01 actual:	3,878
FY '01 budgeted:	4,309
FY '00 actual:	4,148
Chemotherapy infusion	244
Routine post-procedure recovery	1,189

Five-quarter trend



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MGH HOTLINE

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WHAT'S HAPPENING

HIV and hepatitis C question-and-answer session
The MGH Infectious Disease Division will sponsor "HIV and Hepatitis C Coinfection Question-and-Answer Evening" Oct. 9, from 5:30 to 7:30 pm in the Walcott Conference Room. The evening will serve as an opportunity for patients who have both HIV and hepatitis C to learn more about coinfection and treatment options. For more information, call Colleen Corcoran, NP, at (617) 971-3501.

Research town meeting
All members of the MGH research community are invited to attend a research town meeting Oct. 1, from noon to 1 pm in Conference Room A, Building 114 at CNY. Members of MGH research leadership will discuss strategic planning for research, research operations improvement, space planning and human studies.

Seminars in Physiologic Investigation
The MGH Clinical Research Program and the General Clinical Research Center will sponsor a new series, "Seminars in Physiologic Investigation," held Tuesdays beginning Oct. 30. The classes will be from 3:30 to 5 pm in the Burr 5 and 6 conference rooms. The series is designed for junior faculty and fellows interested in clinical research and will consist of eight weekly seminars covering state-of-the-art techniques for physiologic investigation in humans. The course fee is $30. Registration is required and enrollment is limited. To register, visit *http://crnet.mgh.harvard.edu*. For more information, contact Beth Domogala at (617) 726-5010.

Breast cancer walk
MGHers are invited to participate in the "Making Strides for Breast Cancer" walk Oct. 14. Registration will begin at 8 am, and the walk will start from the MDC Memorial Hatch Shell on the Esplanade in Boston. Groups of five or more will be considered MGH sub-teams and should elect a captain to arrange pickup of T-shirts, pins and registration forms. For more information or to join the team, contact Aimee Harris at (617) 724-6757.

Memorial service
A memorial service for Joseph W. Gardella, MD, will be held Oct. 5, 3 pm in the Harvard Chapel. Gardella, a founding member of MGH Internal Medicine Associates, died June 12. A reception following the service will be held at the Harvard Faculty Club. In lieu of flowers, donations may be made to the Joseph W. Gardella, MD, Memorial Endowed Fund at the MGH, c/o the MGH Development Office, 100 Charles River Plaza, Suite 600, Boston, MA 02114. The fund will benefit the John D. Stoeckle Center for Primary Care. For more information, contact Tessa Misiaszek at (617) 724-1495.

MGH Women's Health Fair

MGH employees are invited to attend the MGH Women's Health Fair Oct. 5, from 10 am to 2 pm under the Bulfinch Tent. The fair will highlight services offered for women at the MGH, and will focus on prevalent women's issues in health care. MGHers can visit an assortment of informational and interactive booths staffed by representatives of MGH departments and services, including: the MGH Vincent Obstetrics and Gynecology Service; the Gillette Center for Women's Cancers; the MGH Cancer Center; MGH Psychiatry; MGH Physical Therapy; and more.

2001 Partners in Excellence Award deadline extended

The deadline for 2001 Partners in Excellence Award nominations has been extended to Oct. 4. The annual award is designed to recognize individuals and teams whose standards of conduct and professionalism inspire all employees, and whose achievements enable Partners and its member institutions to provide the highest levels of service and care. All employees in good standing who work within Partners and its affiliates — including medical staff — are eligible to receive a Partners in Excellence Award. Nomination forms are available online at *http://intranet.partners.org/PIE*. For more information, call Partners Employee Programs at (617) 724-9743 or send e-mail to *partnersinexcellence@partners.org*.

Submit news tips and story ideas to the *MGH Hotline*

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Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
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October 5, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Soccer stars score smiles with MGH blood donors, patients

In the aftermath of the Sept. 11 tragedy that struck the United States, heroes from all walks of life have emerged to make a difference. On Oct. 1, members of the New England Revolution soccer team met other heroes — donors at the MGH Blood Donor Center and pediatric patients at MassGeneral Hospital *for* Children — during a special visit to the hospital. While some players donated blood at the center, their teammates helped serve refreshments to other donors and spent time with pediatric patients on Ellison 18, where they shared autographs, photographs and hugs.

New England Revolution players meet some loyal fans on Ellison 18.

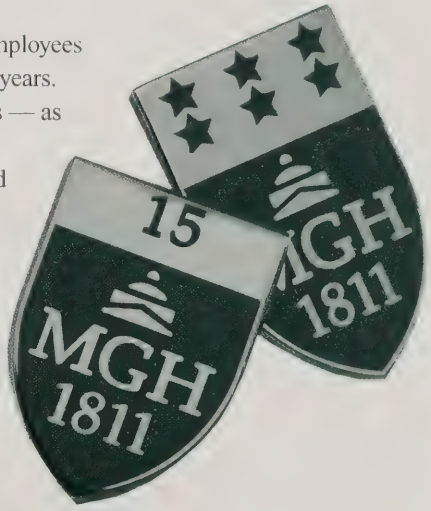
"After what happened Sept. 11, we all just wanted to help in any way we could," explained Revolution goal keeper Jeff Causey. "We hope that by coming out here, giving blood and spending time with the kids, we can encourage others in the community to contribute their time and enjoy themselves, too."

Ether Day celebration of service

Ether Day will be celebrated Oct. 12, recognizing the contributions of employees who have worked at the MGH for 5, 10, 15, 20, 25, 30, 35, 40, 45, 50 and 60 years. This will be the first year to include two new service milestones — 35 and 45 years — as part of the recognition event.

This year's Ether Day celebration will honor approximately 1,600 employees and staff. The Ether Day reception will begin at 2 pm under the Bulfinch Tent. All MGHers are welcome to attend. A dinner for MGH employees and staff who have worked at the MGH for 20 or more years will be held at a new venue, the Boston Marriott Long Wharf Hotel, with a reception beginning at 6 pm.

Ether Day pins are being distributed to department heads according to budget codes this week, and Ether Day flowers will be distributed to departments on the morning of Oct. 12. Flowers and pins for physicians will be delivered to their budget code department heads unless unassigned, in which case, they will be delivered to the chiefs of service.



2001 Stewart Memorial Scholarship winners

During his years of service to the MGH, the late Clifford D. "Cliff" Stewart III — a former on-site leader for Walsh Brothers Construction Company who extensively worked with the MGH Planning Office — made a solid impression, both as a professional and personal inspiration. On Sept. 17, two employees — Nedjey Cassamajor, of Partners Real Estate, and David Politano, of MGH Buildings and Grounds — were recognized for their embodiment of similar attributes as the recipients of this year's Stewart Memorial Scholarship Award.

The winners were congratulated by their colleagues, representatives of Walsh Brothers and members of the Stewart family at a reception held in the East Garden Dining Room. The scholarships benefit MGH and Partners employees in construction-related fields who wish to advance their careers and personal contributions through education.

"I know that Cliff would have been very pleased with this year's winners," said Jim Guiry, of MGH Planning and Construction. "Nedjey actually worked on many projects with Cliff and was one of his favorites. David is a young man just starting out in the construction trade. He has a strong desire to learn, and Cliff greatly admired that in a person."

For more information about the Stewart Memorial Scholarship, call (617) 724-3580.

Cassamajor, left, and Politano

Making magic through mentorship: MGH/Timilty Science Connection Program

Clinicians and researchers make the study of scientific theories, principles and phenomena a regular occurrence at the MGH. However, a group of much younger scientists also use the hospital as the site of innovative experiments and careful research: they are students from the James P. Timilty Middle School who are participating in the MGH/Timilty Partnership's Science Connection Program, and they do their work with the help of several committed MGHers.

A Timilty student learns from his MGH mentor.

The Science Connection Program matches Timilty students with MGH mentors, who meet with them every other Friday morning for five months. Mentors can be assigned to students either one-on-one or in a team setting, depending upon each employee's schedule and availability. Students craft proposals for school science fair projects; their employee mentors then help them to streamline their ideas, identify sources for research material and prepare to construct and verbally present their final projects.

"From the beginning, I thought this seemed like such a wonderful and exciting opportunity," says Karylen Headley, a supervisor for MGH Nutrition and Food Services. Headley was among the first MGHers to volunteer as a mentor, signing up immediately after the program first was launched in 1989.

"I love working with kids, and there are so many kids with different backgrounds and experiences in the program," Headley notes. Though she herself did not have a background in science at the time she decided to volunteer, Headley says that she found being a mentor "much easier than I'd thought, and so much fun. The kids are so enthusiastic about what they're doing, and it really doesn't take a lot of time to make a huge difference in their education and their lives."

In addition to helping her students to hone the experimental and investigative skills, Headley also has become a lifelong friend and role model to many. "I get letters, Christmas cards, graduation and wedding announcements to this day," she says. "It's a great feeling to watch these children become academically confident, but the most important thing really is dealing with them personally. Whether they take home awards at the science fair or not, they all are winners."

MGH employees are invited to sign up as individual or team mentors for the program. No previous background in science is necessary, and training will be provided. "I encourage everyone at the hospital to take part," says Headley. "These students are our future."

A mentor/mentee introduction will be held at the Boston Museum of Science Oct. 11. MGHers may sign up to be mentors until the first student visit Oct. 19. For more information or to volunteer, call the MGH/Timilty Partnership at (617) 724-3210 or send e-mail to *timilty@partners.org.* ●

ADVANCES

Managed care offers high quality of care for children with asthma

A team led by MGH researchers has found that children with asthma receive similar quality care under both managed care and indemnity insurance plans. In fact, the researchers note, managed care might be the better option. The results of the team's study are published in the Sept./Oct. issue of *Ambulatory Pediatrics*.

"Overall, we found plenty of room for improvement in the care of children with asthma, but comparing types of insurance had some interesting results," says lead author Timothy G. Ferris, MD, MPH, of MassGeneral Hospital *for* Children. "We found no evidence of worse quality of care for children with managed care who present to an emergency department with acute asthma."

Between children covered by indemnity or managed care plans, the only significant difference was that those with managed care were more likely to see their primary care physician before going to the emergency department. Ferris says, "This provides evidence that managed care may effectively be shunting cases away from the emergency department and to the primary care physician." The evidence is important because patients with asthma often use the emergency department inappropriately for treatment.

The researchers found that managed care patients seen in the emergency department were more acutely ill than patients with other types of insurance, but they also had similar lengths of stay in the hospital and similar likelihood of having persistent symptoms. "If the outcomes were worse for managed care patients, we'd be concerned that managed care restrictions on emergency department use were hurting patients with asthma," Ferris says.

Medicaid patients appeared to have worse quality of care than those with other types of insurance, but that difference disappeared when factors such as parent income and education were taken into account. Uninsured patients received the poorest quality of care.

The study was conducted by the Multicenter Airway Research Collaboration, led by Carlos Camargo Jr., MD, of the MGH Emergency Department. Other coauthors include Linda Wang, MD, and Sunday Clark, MPH, both of the MGH Emergency Department, and Emily Oken, MD, of BWH. ●

Pulmonary Hypertension Week fights disease with facts

Pulmonary hypertension (PH) — a disorder of the blood vessels in the lungs which results in excess strain on the right side of the heart — can stem from a variety of causes, and eventually can lead to life-threatening symptoms. Thanks to a team of dedicated MGH clinicians and patients, and their commitment to educating the public, the battle against the disease seems closer to being won.

MGHers had the chance to learn more about PH during Pulmonary Hypertension Week, observed at the hospital during the week of Sept. 19. On that day, a table in the Main Corridor featured members of the MGH Pulmonary Vascular Center, as well as two PH patients from the MGH PH Support Group. The patients currently are using ambulatory pumps for continuous IV therapy to fight their disease. The group was on hand to distribute information and to answer questions about PH, its symptoms and its treatment.

"We were very pleased with the interest from the public and the participation of our patients during these events," says Barbara Cockrill, MD, director of the MGH Pulmonary Vascular Center. "It's an exciting time to be involved with PH patients. Our understanding of the biology now is translating into effective new therapies."

Arlene Schiro, RN, nurse practitioner for the center, agrees. "The awareness table represented a great deal of effort and anticipation on the part of our patients currently being treated for PH," she says. "They were willing representatives of our MGH PH Support Group, and shared their desire to inform the public of the early symptoms of PH and the need to seek out a major center for the disease, such as we have here at the MGH."

For more information, visit *www.mgh.harvard.edu/pulmonary.*

PH patients join MGH clinicians to share information about the disease.

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MGH HOTLINE

PAGE 4

WHAT'S HAPPENING

Spanish for health care classes
MGH Human Resources and Partners Training will sponsor Spanish for health care classes beginning Oct. 9. Three levels of classes — including an introductory class for those with no prior experience in Spanish — will be offered. The fee is $40 for a 10-week course. To register, call Partners Training at (617) 726-2230 or stop by 185 Charles River Plaza, second floor.

Poetry therapy workshop
The MGH HOPES (Helping Our Patients and Families Through Education and Support) Program now will offer both poetry and art therapy workshops. Art therapist Elizabeth Cook will facilitate "Poetry to Heal By" on the second Tuesday of each month, beginning Oct. 9, from 11 am to noon in the Cancer Resource Room on Cox 1. All are welcome. For more information, call (617) 72-HOPES.

Domestic Violence Awareness Month
The MGH Domestic Violence Working Group will offer several programs and presentations throughout October, in observance of Domestic Violence Awareness Month. Judy Hunt and Carmen Norona, of the Child Witness to Violence Project at Boston Medical Center, will present "Shelter From the Storm: Clinical Interventions with Children Affected by Domestic Violence," Oct. 11, from noon to 1 pm in the Wellman Conference Room. Activist and violence survivor Yoko Kato will discuss "Transforming Grief Into Action," Oct. 18, from noon to 1 pm in the Wellman Conference Room. Lunch will be served at both events.

National Depression Screening Day
The MGH Employee Assistance Program (EAP) will offer free, anonymous and confidential depression screening tests to all employees Oct. 11, in observance of National Depression Screening Day. The screenings will be held from 9 am to 4 pm in VBK 427. The EAP also will coordinate with the MGH Depression Clinical and Research Program to provide information in the Main Lobby throughout the day. For more information, contact the EAP at (617) 726-6976.

Clinical Research Coordinator Seminar Series
Pat Moran, RN, Colleen McFarland, MSCI, and Julie Kaberry, MHP, of the Partners Quality Improvement (QI) and Human Studies Protection Program, will present "QI and Human Subjects Protection Program Top 10 List: Findings and Corrective Actions," Oct. 17, from noon to 1 pm in the Wellman Conference Room. For more information or to register, call (617) 726-1669.

Working and breastfeeding seminar
The MGH Employee Assistance Program (EAP) will sponsor "Working and Breastfeeding," a seminar for expectant parents and nursing mothers, Oct. 10, from 1 to 2 pm in VBK 401. Germaine Lambergs, RN, IBCLC, will address topics including the use of breast pumps and how to maintain the milk supply while working. For more information, call the EAP at (617) 726-6976.

Introduction to Proteomics
The Partners Research and Ventures Office, the MGH Department of Medicine and the MGH Clinical Research Program will sponsor a new course, "Introduction to Proteomics," Oct. 9, 16 and 23, from 4 to 5 pm in the Haber Conference Room. The course is designed to educate clinical and basic investigators from all departments about the field of proteomics, and to demonstrate opportunities for integrating proteomics approaches into clinical and research activities. The course will be taught by Ashtok Khatri, instructor of Medicine at HMS, and Lakshmanan Iyer, PhD, bioinformaticist at HMS. To register, visit *http://crnet.mgh.harvard.edu.*

MGH Revere Teen Center makes its debut

Employees and staff of the MGH Revere HealthCare Center joined members of the community in celebrating the grand opening of the MGH Revere Teen Center Sept. 25. Teens involved with the center will participate in a variety of projects, from planning a Pinewood Derby to visiting hospital patients.

For more information about the center, contact Bernice MacIntyre at (781) 485-6062.

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October 12, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH's Ether Day tradition celebrated

On Oct. 16, 1846, at the MGH, the medical world changed forever. With the first-ever public demonstration of ether used as an anesthetic, the practice of medicine would never be the same. Surgery without pain became a reality.

William T.G. Morton, a Boston dentist, administered the anesthetic to patient Gilbert Abbott. Abbott then was rendered unconscious in the operating theater on the top floor of the Bulfinch Building. MGH co-founder John Collins Warren, MD, surgically removed the vascular tumor from Abbott's jaw in a pain-free procedure and made his famous statement: "Gentlemen, this is no humbug."

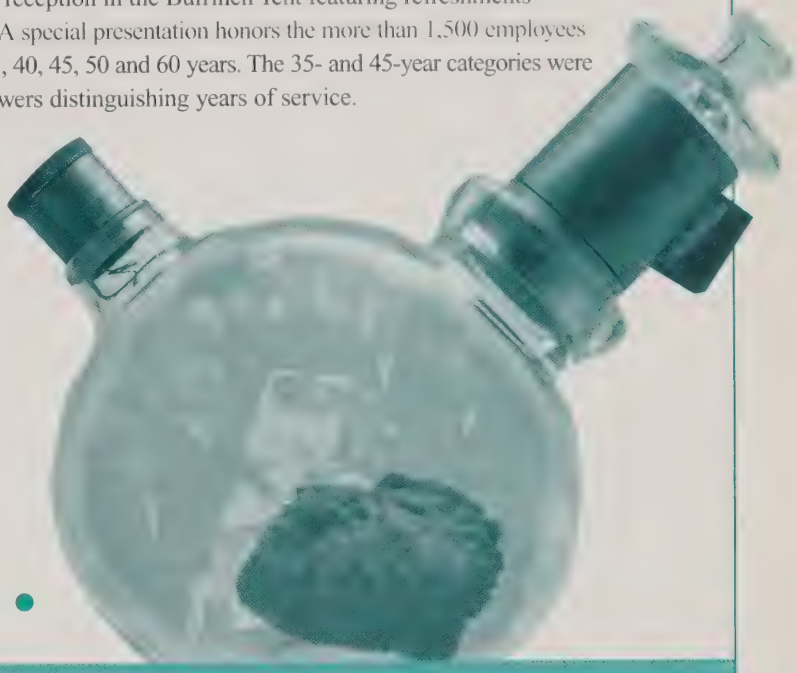
The procedure inspired an MGH tradition that still is celebrated today — Ether Day. For the past 56 years, the MGH has selected a day in October, close to the anniversary of the first demonstration of ether, to honor and recognize MGH employees and staff for their dedication, commitment and length of service to the hospital.

This year's annual Ether Day celebration is held Oct. 12, with a reception in the Bulfinch Tent featuring refreshments and Ether Day photographs, courtesy of "Images" by Bob DiCaprio. A special presentation honors the more than 1,500 employees and staff who have worked at the hospital for 5, 10, 15, 20, 25, 30, 35, 40, 45, 50 and 60 years. The 35- and 45-year categories were added this year. The honored employees receive pins and colored flowers distinguishing years of service.

This year, the honorees fall into the following categories:

60-year employees (2) — white roses
50-year employees (12) — yellow roses
45-year employees (9) — yellow and burgundy carnations
40-year employees (13) — white and purple carnations
35-year employees (42) — yellow and pink carnations
30-year employees (123) — solid purple carnations
25-year employees (135) — orange carnations
20-year employees (210) — pink carnations
15-year employees (256) — yellow carnations
10-year employees (384) — white carnations
5-year employees (383) — red carnations

Congratulations to all MGHers who are honored this Ether Day. For a complete listing of honorees, see the enclosed *Hotline* insert.



MGH members of DMAT receive a warm welcome from Jeanette Ives Erickson, RN, MS, fourth from left.

MGH welcomes heroes home from New York City

When they left Boston in the surreal atmosphere of Sept. 11, even the MGH members of the Metro Boston Disaster Medical Assistance Team (DMAT) and International Medical Surgical Response Team (IMSuRT) could not have fathomed the destruction and devastation that awaited them. Despite the grief and difficulty they faced, however, the team made a solid — and much-needed — impact in the days they spent at "Ground Zero," the site of the World Trade Center disaster in lower Manhattan.

Thirty-six hours after spending their first night in a tent at New York's Stewart Air Force Base, the team set up a treatment center directly amidst the rubble of Ground Zero. They were

(Continued on Page 2)

MGH Cancer Center receives $10 million from Avon Products Foundation

The Avon Products Foundation awarded a $10 million gift to the MGH Cancer Center Oct. 9, making it the largest corporate foundation gift in the history of the hospital. The gift — raised by the Avon Breast Cancer Crusade — was announced by Andrea Jung, chairman and CEO of Avon Products, Inc., at the first ever Avon "Kiss Goodbye to Breast Cancer" Awards Gala in New York City. This money is in addition to $2.2 million the Avon Products Foundation awarded to the MGH in March.

The latest gift is part of an unprecedented $50 million award from the Avon Products Foundation to the breast cancer cause — disbursed to the MGH, the National Cancer Institute and two additional national cancer centers — to accelerate medical research and improve access to screening and treatment for medically underserved women.

The Cancer Center will use part of the gift to fund an outreach initiative focused at the MGH Chelsea HealthCare Center — which serves mostly Latino and immigrant populations — and at the Mattapan Community Health Center in Boston, which serves a primarily African-American community. Mattapan has the highest breast cancer mortality rate in Boston.

In addition, the gift will help support the construction of a new, state-of-the-art breast imaging and surgical screening center. The center — to be completed in 2002 — will be key to the MGH's ability to increase its number of early breast cancer diagnoses, and also will increase the hospital's capacity to perform screenings and evaluations by 33 percent.

The gift also will support research at the MGH that focuses on molecular genetic studies of human breast cancer, as well as the development of diagnostic and therapeutic strategies that are based on these molecular insights. The money also will go toward the funding of a high-risk breast cancer clinic that will offer specialized genetic counseling for women and families at an increased risk for breast cancer.

From left, Cumiotte, LeBlanc and George.

A photo of Ground Zero taken by a DMAT member.

— MGH welcomes heroes home

(Continued from Page 1)

tending to the first of a steady stream of injured rescue workers and volunteers within hours. Confronting ailments ranging from smoke inhalation and other respiratory ailments to crush and trauma injuries, the team joined thousands of other medical personnel from across the country to ease some of the burden of suffering all around them. They worked at the scene around the clock, traveling to a nearby hotel for quick naps and showers before returning to Ground Zero. Team members also visited area hospitals, where they attended to burn victims injured in the tragedy.

When the team at last arrived back at the MGH Sept. 21, they received a heroes' welcome. Red, white and blue balloons and "Welcome Home" placards appeared throughout the hospital. A poster in the Main Lobby proclaimed, "We're Proud of Our Disaster Response Team."

In a letter to MGH employees, James J. Mongan, MD, president of the MGH, commended the team's "instrumental role in the aftermath of the terrorist attacks." Mongan also noted the contributions of team members' co-workers, who had remained at the hospital to provide extra coverage after the attacks. "Their efforts ensured that our own patients' needs were met while their colleagues were attending to the disaster victims and rescue team in New York," Mongan said. "This is a dramatic example of the type of teamwork that happens every day at the MGH and makes it the great institution it is."

The DMAT and IMSuRT team was led by Susan Briggs, MD. The other MGH and Partners members of the team are: Jen Albert, RN; Erin Cox, RN; Frank Curtis, RN; Susan Diehl, RN; Cathy Drake, RN; Bob Droste, RN; Molly Finneseth, RN; Anthony Forgione, LPN; Ron Gaudette, RPh; Edward George, MD, PhD; Pam Griffin, RN; Kristina Hakannson, RN; Peggy Hogan, RN; Patrick Kadilac, RN; Marie LeBlanc, RN; David Lhowe, MD; Barbara Goll McGee, RN, MSN; Dawn Moore, RN; Sally Morton, RN; Mary O'Brien, RN; Vinny Riggi, RRT; Jay Schnitzer, MD; Robert Sheridan, MD; Brenda Smith, RN; Mike Spiro, RN; and Barbara Walsh, RN.

To view a photo essay of the MGH team's experiences at Ground Zero, visit the MGH web site at *www.massgeneral.org.*

Ether Day 2001

October 12, 2001

Each year on Ether Day, the MGH recognizes employees for their dedication and length of service. On Oct. 12, the following employees will be recognized for their years of service to the hospital community.

For Sixty Years

PERRY CULVER
WILHELMINA VAN DYKE

For Fifty Years

LEONARD ATKINS
WILLIAM BERENBERG
JOHN BURKE
GERALD FOSTER
JOHN GERGELY
MELVIN GLIMCHER
WALTER GURALNICK
CLEMENT HIEBERT
ROGER JEANLOZ
H. WALTER JONES
STEPHEN KRANE
MAURICE PECHET

For Forty-Five Years

ALAN AISENBERG
PAUL BLACK
THOMAS FRANK
EDWIN MAYNARD
JOHN MILLS
KIYOKAZU MOMOSE
PHILIP PORTER
MAXWELL POTTER
ARNOLD WEINBERG

For Forty Years

WILLIAM ABBOTT
ROBERT CAREY
HYACINTH HAGGARTY
JOHN LABELLA
KATE LATTA
MIRIAM MARINO
ABBOTT MILLER
ROBERT NEBESAR
MADHUKAR PATHAK
JAMES POLLARD
EDITH WEINBERG
LINDA WHITE
JUDITH WILSON

For Thirty-Five Years

JOSEPH BARR
JOYCE BUCHANAN
GEORGE COHEN
GARY COSTELLO
LIZ COUVERTIER
GILBERT DANIELS
E. MARIE DAWE
MARVIN DECOSTA
MICHAEL DELLORFANO
EDWARD DENNING
THERESA DEPAOLI
RICHARD DEVOE
KATHLEEN DOMASZEWICZ
BIRDIE EDWARDS
BONNIE EIDENS
MICHAEL FAIRHURST
ELAINE FARNUM
DARRYLL FIRENZE
PATRICIA GALVIN
JOANNE GARUTI
ROGER GIVENS
JUDITH GODDEN
NISHAN GOUDSOUZIAN
JEROME GROSSMAN
JOSE GUERRERO
VINCILIA JOHNSON
STUART KAMENY
ROBERT LEINBACH
MARY LEVINE
MELVYN LEVINE
HARVEY LEVY
JOAN MARTIN
ROBERT NEER
DANIEL NOZIK
WILLIAM PACHAS
JOHN POTTS
WILLIAM POWELL
ANTHONY RICCI
WILLIAM SHIPLEY
MARYANNE SPICER
EVELYN WAITZKIN
RONALD WEINTRAUB

For Thirty Years

HENRY ABRAHAM
WILLIAM ADAMS
HASSAN ALI
CLAUDETTE ALTAMIRANO
JAYANTI AMIN
WENDA ASHFORD
PATRICIA ATWOOD
DENNIS AUSIELLO
ROWAN BAPTISTE
DANIEL BECKER
ANN BITZER
ANA BOLDESCU
GLORIA BROWN
SHARON BROWN
WILLIAM BUCELEWICZ
SHEILA BURKE
ARLENE BYRNES
LUCIENNE CAHEN
CHRISTINE CAMARDA-MAUCH
VINCENT CAPODILUPO
HERBERT CARES
JOHN CHAGLASSIAN
ENA CHANG
DAVID CHEDEKEL
SAMUEL COUNTER
REGINA CROWLEY
DAVID CULLEN
SALVATORE DELUCA
JOHN DIMEGLIO

Perry J. Culver, MD (60 years)

Culver, of MGH Medicine, has made numerous contributions to the hospital, both as an internist in gastroenterology and as a medical educator. Culver served as the chair of the Harvard Medical School (HMS) committee on admissions from 1960 to 1971, and later was appointed both assistant and associate dean of the school. He has worked as a special consultant in medical education in Iran and Vietnam and was named an honorary member of the Los Angeles County College of Surgeons. Although Culver officially retired in 1997, he continues to serve as a senior physician at the MGH.

RICHARD DINGLE
NANCY DORRIS
MATTHEW DUMONT
ROBIN EMRICH
MICHAEL EPSTEIN
NABIL FAHMY
JOHN O'BRIEN
CATHERINE PADYK
GLORIA PAGLIA
DEBORAH PALMER
CAROL PARROTTA
SUSAN PAUKER

Wilhelmina Van Dyke, MD (60 years)

Van Dyke, of MassGeneral Hospital *for* Children, was the first woman resident in the history of the MGH, serving as a resident in Pediatrics from 1941 to 1943. She has been recognized by the American Medical Association, and received the Milton Hospital President Award and the Lira Family Award for Outstanding Physician at Milton Hospital. Van Dyke continues her affiliation with the MGH and HMS as an honorary staff member.

LUCILLE FAIRCLOUGH
JOHNNY FARRIS
JOEL FELDMAN
ELLEN FITZGERALD
CLARENCE FREDERICK
JOEL FRIEDMAN
ARLAN FULLER
HARI GARG
EDNA GAYLE
GAIL GAZARIAN
MARK GOLDMAN
CLARA GRANT
JOHN GROWDON
ANNUNZIATA GULINO
DENNIS GURGUL
DEBRA GUTHRIE
CHARLES HALES
RITA HEALEY
CLAIRE HUNT
ERIC JOHNSON
GRACE JOHNSON
RICHARD JOHNSON
VIVIAN JOHNSON
MARJORIE KACHORIS
DAVID KANAREK
JAMES KAUYCHECK
J. PHILIP KISTLER
ROBERT LEVINE
DULCIE LEWIS
GWYNN LEWIS
DAVID LINK
FLORA LUIS
ROSEANN MANDELL
MARY-JO MANSFIELD
RICHARD MASLAND
JOHN MAZURKIEWICZ
JAMES MCCARTHY
DEBORAH MCGRATH
KEITH MILLER
DOMENIC MISIANO
DORA MOORE
RICHARD MOORE
THOMAS MURPHY
RONALD NEWBOWER
DONALD NOVAK
GERARD PELLEGRINI
GLORIA PIERRE
IRMA PIERRE
ANN QUEALY
MARICA RIE
JANE RITZENTHALER
MALCOLM ROSENBLATT
ALICIA ROUNDS
SHERRY ROUSSEAU
ROBERT RUBIN
KAREN RYAN
ROBERT SEDLACEK
ARVIND SHAH
NYLA SHELLITO
NANCY SIMONETTI
SUSAN SMITH
FERN SPRINGSTEAD
DOLORES STANTON
PHILIP STEEVES
KARLA STENGER
RALPH SWEETLAND
OMEGA TABB
COURTNEY TAYLOR
PHILICIA THOMAS
JAMES TITUS
DAVID TODRES
BEATRICE TULLOCH
VIRGINIA WAGG
ARTHUR WALTMAN
MARGARET WILKIE
MARY WILLIAMS
SYLVIA WILSON
KATHERINE WINSTONE
LAWRENCE WOOD
ROBERT WOODS
JOHN WRIGHT

For Twenty-Five Years

MICHELE ANGELO
KAREN AREY
MARIE ARMENTANO
SARA-BETH ASEKOFF
HUGH AUCHINCLOSS
RICHARD BAER
JOANNE BALMER
CORWIN BASTIAN
CATHERINE BEISHEIM
BETTY BLAIDES
JOSEPH BONVENTRE
BETH BRAGDON
GLORIA BREWSTER
ROSEMARIE BUONOPANE
RONALD CALVANIO
EDWARD CAMPION
JANICE CAREY
PENNY CARLETON
WILLIAM CHIN
JANE COBB
LINDA COHOON
NANCY COLE
KATHLEEN CONTRADO
PATRICIA CRAWFORD
KATHY CULLEN
MAX DAY
KARIN DEAN
ANGELA DELVECCHIO
ANTHONY DEYESO
JULES DIENSTAG
RAFFAELE DIVITO
MARY DONNELLY
MAUREEN DORAN
KATHLEEN EGAN
BRENDA EKLUND
DAVID ELMALEH
EDWARD EMDE
VERONICA FARGUARSON-TURNER
CAROL FEENEY
MARY FERRARO
MARK FISHMAN
BRENDA FLAVIN-WARSHAW
MICHAEL HOLICK
LILLIAN HOLLAND
JANE HOLTZ
CHRISTINE HOWARD
CHARLES JEFFREY
MICHAEL JELLINEK
ROLAND JOSEPH
WENDY KALLAS
NOREEN KEANE
JANE KELLEY
ROBERT KEY
LINDA KIMBALL
WILLIAM KIMBALL
WILMA KNIGHT
DIANE KUEBLER
MARTHA LAKE
MARY LARKIN
SHIRLEEN LAYNE
CARINE LEBLANC
SHERWOOD LEE
RUTH LIBERFARB
CHRISTOPHER LYNCH
DONNA MARFOLI
BARBARA MAXEY
KAREN MCDOWELL
JOANNA MCLAUGHLIN
THERESA MCLOUD
PATRICIA MCMANUS
DENNIS MENTO
NANCY MERMET
WAYNE MILLER
ANDREA MONGIELLO
JAMES MULLER
JAMES MURDOCK
KATHLEEN MYERS
NAJMOSAMA NIKRUI

Leonard Atkins, MD (50 years)

Atkins, of the MGH Pathology Service, began his career at the MGH as an assistant Pathology resident in 1951. He participated in a special National Institutes of Health (NIH) fellowship at the Institute of Medical Genetics in Sweden. Atkins since has spent 36 years as the director of the MGH Cytogenetics unit. He currently serves as associate pathologist for the MGH and also is the Suffolk County medical examiner.

FRANCES FOTI
THERESA FOWLER
JOHN GODINE
PABLO GOMERY
ERNESTO GONZALEZ
CYNTHIA GOODWIN
CHRISTOPHER GORDON
PETER GORDON
ARLENE GREEN
JOSEPH GREEN
NANCY GREENE
PETER GREENSPAN
JEAN GRIECI
ETHEL HAYNESWORTH
BARBARA HENNESSEY
MARJORIE HODGES
KENNETH NOBEL
PATRICIA O'MALLEY
CLAIRE O'BRIEN
MARILYN OXFORD
CHARLES PERRY
JUDITH PINES
MARY POITRAS
CHRISTINE PONTUSO
JOHN PURCELL
MAGDI RAGHEB
FOSTER REED
STEVEN REPPERT
BARBARA RICH
JAMES RICHTER
ABBEY RILEY
HEIKE ROLLE-DAYA

ALLAN ROPPER
MARY ROY
JAMES SCOTT
KATHLEEN SHALE-DWYER
JANET SHOPIS
CAROLYN SOMERS
LILLIAN SONNENBERG
GLORIA SPRAGUE
PAUL SPRAGUE
CHRISTINE STAHLINSKI
MARY STARBLE
THEODORE STERN

ELISABETH COSTIGAN
ANTHONY COTE
GERARD COTTER
EDWARD COWAL
BERNICE DACOSTA
CHERYL DEAR
ROSEMARY DEFRANCISCO
CARMEN DEJESUS
LINDA DELAHANTY
CATHY DELAWARE
HAROLD DEMONACO
CAROL DEVEAU

William Berenberg, MD (50 years)

Berenberg, of MassGeneral Hospital for Children, has maintained a lifelong professional interest in using technology to treat handicapped children. He served as director of the Harvard/Massachusetts Institute of Technolgy Division of Health Sciences and as president of the Massachusetts Chapter of the American Academy of Pediatrics. Berenberg also received the Janeway Award for Excellence in Teaching.

NANCY SULLIVAN
RONALD TOMPKINS
STEPHEN TRIPPEL
EPIFANIA VALENCIA
MARILYN VANCINI
DENISE VISCARDI
PHILIP WAITHE
ALFRED WHITE
EILEEN WHITE
ELAINE WOO
SUSAN WORDEN
ROBERT YONGE
BERTRAM ZARINS

KAREN DOREMUS
JOHN DRISCOLL
JANET DUFFY
DEBORAH DUGGAN
MARIA DUKE
MARLENE DURAND
LAURENE DYNAN
ANN EASTMAN
CLARENCE EDWARDS
JOANNE ELLISON
JEAN FAHEY
TERRI LEDDY FITZGERALD
FREDRIC FRIGOLETTO
HARVEY FRITZ
DAVID GABORIAULT
THERESA GALLIVAN
MARGARET GARGARIAN
ELLEN GARNEAU
DAVID GASTRIEND
RONALD GAUDETTE
DIANE GAY
DONALD GOFF
KATHLEEN GONCZAREK
HOWARD GOODMAN
NORMAN GRAF
SUSAN GRAHAM
DAVID GRICE
KATHLEEN GRIFFIN
SANDRA GUARINO
PATRICIA GUERRIERO
MARY GUY
ERNEST HADDAD
JEANNE HADDAD
CATHERINE HAKER
KAREN HALL
E. TESSA HEDLEY-WHYTE
JOHN HERMAN
ANN HESSION
ALAN HILGENBERG
BARBARA HOLMES

For Twenty Years

JEAN ACQUADRO
MARILYN ALBERT
LINDA ARINI
LEE BAER
HENRIETTA BARNES
KATHERINE BERNATO
MARY BERTUCIO
FREDERICK BIEBER
ELAINE BITAR
KENNETH BLOCH
MONICA BOLDESCU-O'CONNELL
SHARON BRIDGES
ANNA-LIISA BROWNELL
DEBRA BURKE
NORMA CADOGAN
ROBERT CAGGIANO
SUSAN CAPANNO
LISA CARR
PHYLLIS CARR
DWIGHT CAUFIELD
MARGARET CLAPP
AMANDA COAKLEY
BARBARA COLUCCI
PAUL COPELAND
FRANCIS CORBETT

REBECCA HOOKER
STACEY HOUGHTON
ROSE HUDIA-GALEWSKI
NANCY HUNSBERGER
CLAUDETTE JACOB
DONNA JAMES
GAIL JENNINGS
WENDY JENNINGS
KATHERINE JEWELL
MARJORIE JORDAN
MARIE JOSEPH
JOANNE JUPP
LEE KAPLAN
LINDA KAPLAN
ELIZABETH KEATING-COHEN
ADELE KEELEY
MARY KELLY
MARY KINNEALEY
ROBERT KNAPP
HAROLD KNEELAND
IRENE KOCHEVAR
WALTER KOROSHETZ
NEIL KOWALL
FLORENCE LAI
PAUL LARAIA
LILY LEE
DAVID LHOWE
HIRLANDA LINSE
JACQUELYN LITTLEWOOD
CLIFFORD LO
KATHLEEN LOPEZ
MARGARET LOSPENNATO
SUSAN LOZZI
MARTHA LYNCH
MARIE MACDONALD
REGIS MACDONALD
ROBIN MACDONALD
BARBARA MAHONEY
EILEEN MAHONEY
EVELYN MALKIN
MARY ANNE MALLOY-CHESLOSKI

JUDITH MERTSCH
ROSE MIELE
WILLIAM MILBERG
SONNY MOHAMMED
ANN MORRILL
SALLY MORTON
MICHAEL MOSKOWITZ
JOAN MOSS
RICHARD MYERS
KATHRYN NEE
MARGARET NELSON
CYNTHIA NIGRO
ELEANOR NILES
NORMAN NISHIOKA
JO-ANN NIXON
PETER O'HARA
CHRISTOPHER OWEN
PATRICIA OWENS
SOULA PAPADOPOULOS
JEAN PARRY
BARBARA PENN
JOANNE PETRIE
MARY PIEPENBRINK
BRENDA PIGNONE
BONNIE PRALL
MARIANNE PREZIOSI
ANN QUINN
JAMES RAVENSCROFT
MARY REILLY
CHRISTOPHER ROBBINS
JANET ROCHE
ANDREW ROSENBERG
JEANNE RUFO-HUCKINS
PAULA RUVIDO
SANJAY SAINI
MADELYN SCANNELL
ELIZABETH SCHULZ
MILTON SCOTT
ELAINE SHEETS
GREGORY SHOUKIMAS
BARBARA SIFTAR

John Francis Burke, MD (50 years)

Burke, of MGH Surgery, has served as chief of Trauma Services at the MGH and as chief of Surgery and chief of staff at the Shriners Burns Institute. He also served as chairman of the General Clinical Research Center Committee. Burke received the Jacobson Innovation Award of the American College of Surgeons in 1999.

MICHELLE MARCELLA
MARCIA MARTINS
JUDY MATTOON
JULIE MCCARTHY
KARIN MCCARTHY
SUZANNE MCCARTHY
BRIAN MCGOVERN
ELEANOR MCLAUGHLIN
KATHY MCLAUGHLIN
MARY MCPHEE
KATHLEEN MEGAN
JOANNE MELESHUK

DONNA SLICIS
KATHERINE SLOAN
DAVID SMITH
VANDA SOLARZ-O'NEAL
ANDREA STERN
MARTHA STONE
CATHERINE STUCKE
DIANE STURGIS
CLARE SULLIVAN
JUDITH SULLIVAN
LAURA SUMNER
MARIA SWAN

KATHLEEN SWEADNER
BROOKE SWEARINGEN
CAROL TAYLOR
ROBERT TEPPER
DAVID TORCHIANA
PATRICIA TRIBOU

SHARON BRACKETT
GAIL BRANCELLA
SHERRY BREC
JOVAN BRODEUR
SUSAN BROWN
DEIDRE BUCKLEY

Gerald Foster, MD (50 years)

Foster, of MGH Medicine, graduated from HMS in 1951 and joined the staff of the MGH in 1955. He chaired the committee of admissions at HMS from 1982 to 1998, and spent a year as an honorary senior lecturer and consultant in Uganda in 1970. Foster received the HMS Outstanding Faculty Award in 1998. He continues to practice medicine at the MGH.

NATALIE TRUDEAU
JANICE TULLY
BERNADETTE TUTTLE
ROSALIE TYRRELL
CAROLINE VENUTI
GAIL VENUTI
MARGARET VERNON
KAREN VOTTA
ALTHEA WALKER
MARY WALSH
KWOYING WANG
CATHERINE WATERMAN
LAURA WEISBERG
CAROL WHOOLEY
JERRY WIECKIEWICZ
BRENDA WILLIAMS
JOY WILLIAMS
MELISSA WILSON
SCOTT WILSON
PATRICIA WRIGHT
DENISE YOUNG

JOHN BUTLER
ESTELLE BYAM
RICHARD CAMBRIA
JANICE CAMUSO
STEPHEN CANNON
MARIA CANO
MARQUERITE CAPOZZI
KATHLEEN CARLSON
ALDENE CARTER
ANDREA CELLINI
DIANE CHARTIER-FREITAS
THAVY CHEN
DEBORAH CHEVALIER
BARBARA COCKRILL
NEAVELLE COLES
LYNN GEDRI COLLIER
EILEEN COLLINS
ELIZABETH CORRIERI
HENRY COWELL
HOLLIS CRICHLOW
JONATHAN CRONIN
DIANE CROWLEY
THERESA CURLEY
SUSAN MARI CURRAN
SUSAN DALEY
YVONNE DANIEL
JANE DEITRICH
CONSTANCE DELLARUSSO
WILLIAM DESISTO
CATHERINE DEVITTO
WILLIAM DIGNAN
MARIA DINARDO
JANE DIOGO
CATHY DO
CHRISTINE DODSON
LORAINE DORFEUILLE
JACQUELINE DOYLE
LAURENCE DUCOMB
LINDA DUGGAN-JOHNSON
DOLORES DUNNE
STEPHEN DURANT
CATHLEEN DURHAM
KENT ELIASON
JEAN ELRICK
LEANNE ESPINDLE
CAROLE EVANS-BAER
RICHARD FABIAN
CONSIGLIA FAIL

For Fifteen Years

AMY ABBOTT
ABDUL ABOU-SAMRA
DOLORES ALLWOOD
THEODORE ALSTON
DEBORAH AMBROSE
DEBORAH ANDERSON
LINDA ANNETT
VIRGINIA ASHBY BONILLA
SIGUTE ASTRAVAS
CYNTHIA AVOLA
SUSAN BACKMAN
JANE BALLANTYNE
GUILLERMO BANCHIERE
KAREN BARBARISI
LAURA BARRUS
MARIAN BARTHOLOMAY
CHAIA BEKEFI
CAROL BELL
JOHN BELLIVEAU
ARTHUR BERG
BEVERLY BILLER
RAYMOND BISIO
ARTHUR BOLAND
MARIA BOVA

CHERYL FARGO
JULIE FINN
LISA FINNIGAN
DONNA FITZPATRICK
DENISE FLAHERTY
JAMES FLOOD
DANIEL FLYNN
GEORGENE FONTANA
BETH FORTINI
MARA FREIMANIS
JEROME GANS
LEONCIO GARRIDO
CHARLOTTE GESNER
GERARD GLEESON
JULIE GOLDMAN
ANITA GRASSI
JOANNES GREVELINK
WINIFRED GRIFFIN
JUNE GUARENTE
DEBORAH GUINEE
CHRISTINA GULLIVER
IRENE GUTOWSKI
SIOBAN HALDEMAN
EILEEN HALL
KATHLEEN HAMILTON
MARK HAMMERSCHMIDT
ALAN HANSCOM
PRISCILLA HARRELL
PATRICIA HARRIS
TONY HARRIS
DIANE HEISLEIN
DEBORAH HENAULT
MARIE HENDERSON
PATRICIA HIBBERD
LINDA HIGGINS
JAYNE HILL
MARGARET HOGAN

MAUREEN KROLL
KENNETH KWONG
LYNN LALLY
HEIDI LANGENDOEN
PETER LAWNER
JAMES LAWRASON
ELLEN LEONARD
TEREZA LESIÁK-SELEZNEV
HILARY LEVINSON
JOHN LEVINSON
DENISE LEVY
KENT LEWANDROWSKI
GEORGIA LEZCANO
MARY LIEVENS
SUSAN LOCKE
MAUREEN LOGUE
DENISE LOZOWSKI
MARK LUEDKE
THOMAS LYNCH
BRIAN MACDONNELL
WILLIAM MACLEAN
CAMILLE MADDEN
DIANE MAHONEY
JOHN MANNICK
GERALDINE MARTINO
BRUCE MASEK
JAMES MATTHEWS
WILLIAM MAYNARD
LORI MCCAFFREY
FLORRIE MCCARTHY
LISA MCDONOUGH
ILDIKO MCELROY
JOSEPH MCELROY
KATHLEEN MCKINNEY
CAROL MCMAHON
ROSEANN MCNAMARA
WALTER MCNANEY

John Gergely, MD (50 years)

Gergely, of the MGH Neurology Service, joined the MGH as an assistant biochemist. He since has earned NIH Merit Awards for nine consecutive years and has been instrumental in shaping the Boston Biomedical Research Institute. Gergely currently serves on the Harvard Board of Freshmen Advisers.

ELIZABETH HOPKINS
CAROLYN HORN
KARA HOUGHTON
LISA HURLEY
ROBERT HURWITZ
SYED HUSAIN
SALLY ILES
RONALD IMPERIALI
SUSAN JASTER
BRUCE JENKINS
JANE JESSER
HARALD JUEPPNER
KATHY KARALOLOS
HARVEY KATZ
KAREN KELLY
BARBARA KENNEY
NANCY KEUTHEN
TAMMY KING

RAYMOND MCPECK
PAULINE METRAS
MARTIN MILLER
FOREST MIXON
ELIZABETH MORT
MOTUMA NATAEE
PHYLLIS NEELY
GRACE NG
JEAN NOEL
PATRICIA NOONAN
AUDREY O'KEEFE
MONICA O'SULLIVAN
FRANCIS O'BRIEN
KIMBERLEY OLEARY
SONJA OLSEN
BRIAN OTT
CAROLYN PACELLA
DENISE PALUMBO

KATHLEEN PARAS
RUBY PARZIALE
[illegible] PEDRO
[illegible]MES PERRIN
[illegible]OBERT PETERFREUND
ANTHONY PETRUZZELLI
SUSAN VASSALLO
DAVID VERREAULT
ELIZABETH VIEHL
DEBORAH VINSON
VIRGINIA WALKER
MICHELLE WALL

Melvin Glimcher, MD (50 years)

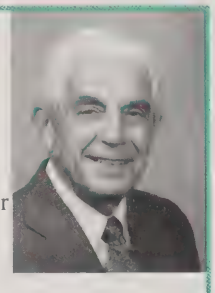
Glimcher, of the MGH Orthopædic Service, was the first tenured chair of Orthopædics at the MGH. He created an integrated orthopædics residency program with Harvard's other teaching hospitals. Glimcher has received the American Academy of Orthopædic Surgeons Silver Anniversary Award for the best bone research in the past quarter century.

THOMAS PHAM
BARBARA PIERSON
MARTHA PITMAN
WANDA PONTE
KAREN PRESNICK
MICHAEL PRICE
BOZENA RADZIWON
WAYNE RAILA
TRACEY RENNIE
[illegible]AVID RHOADS
[illegible]ANE RICH
NANCY ROBENHYMER
ELLEN ROBINSON
ELLEN RODERICK-JOSEPH
SUSAN ROGERS
JUDY RUDDER
GARY RUSSELL
ANITA SADEK
DANIEL SALDIVAR
WILLIAM SALOM
MARTIN SAMUELS
JOAN SAPIR
RONALD SCHOUTEN
MARIO SCOPPETTUOLO
MICHAEL SEIDEN
DEBORAH SHAFER
LAURIE SHAPIRO
JENQ-YUNN SHEEN
MARGARET SHERWOOD
AMY SIDLAUSKAS
SANDRA SILVESTRI
DEBORAH SIMONETTI
STEVEN SKATES
COURTNEAY SMALL
ANNEMARIE SMITH
FRANCES SMITH
ARTHUR SOBOL
LAURA STANLEY
MARIA SUNDQUIST
LINDA SWANSON
[illegible]DITH SZCZERBINSKI
[illegible]AMES THOMPSON
MING TSUANG
RICHARD TURGEON
CYRUS VAKILI
MARGARET WALSH
KAREN WARREN
DEBORAH WASHINGTON
RALPH WEISSLEDER
NANCY WHITE
NANCY WILCOX
TIMOTHY WILENS
VIRGINIA WILKINS-QUINN
MARTIN YARMUSH
JAMES YOUNG
LAWRENCE ZUKERBERG

For Ten Years

FAEZEH ABEDI-TARI
FETHIYA ABOUBAKER
ZAIDA ADAMS
EDDY AGOSTO
JOYCE ALEXANDER
MARGARITA ALVARADO
EDITH ANDERSON
JANICE ANDERSON
DAVID ANDREWS
JOSE ANGEL
CAROL ANTONELLI
OSCAR ARAUJO
NANCY ARGUELLO
JOHN ARN
IRLANDO BARBOSA
NESLI BASGOZ
MICHELE BASTONI
KEITH BATCHELDER
TRACY BATCHELOR
KAAREN BEKKEN
ABRAM BEKKER
STEPHEN BELMONTE
MONA BENNETT
SUSAN BENNETT
L. GEORGINA BERARD
JEFFREY BERNARD
GRIGORY BEYNENSON
MARIA BISHOP
ALEXEI BOGDANOV
PRISCILLA BOISVERT
YVES BOUCHER
YVES BOURJOLLY
JOSHUA BOYCE
MARY BOZZI
LAURETTE BRADBURY
WHITNEY BRANCH
LEROY BRATHWAITE
MERVYN BRATHWAITE
MARK BRAUDIS
ALLEN BROWN
PHILLIP BROWN
ROY BROWN
ROSOLIVIA BRYANT
ROBERT BURGESON
CELIA BURGOS
BARBARA BURNS
RUSSELL BUTLER
LAURA BYERS
FREDRICKA CALDWELL
KATHLEEN CALLAHAN
MAUREEN CAMPBELL
ZAIMARA CANAS
WILLIAM CARP
KAREN CARRIER
OWEN CARROLL
MICHAEL CARTER
DARIA CASILLI
DEAN CAUFIELD
MICHELLE CHAN
CHINNING CHANG
MARY COX
DANIEL CREWE
JOHN CROWLEY
MERIT CUDKOWICZ
SUSAN CUMMINGS
THERESE D'AGOSTINO
LYNN DAHLING
ELLEN DALEY
GEORGE DALEY
BEVERLY DAMMIN
MICHAEL DANIELS
TERESA DELANEY
PATRICIA DELLO RUSSO
CHRISTINA DEMOPULOS
DONALD DERASKA
RICARDO DIAZ
SUSAN DIEHL
THOMAS DISALVO
PATRICIA DIVITO
ADELINA DOCANTO
NORMA DOMINGUEZ
NANCY DOYLE
WINIFRED DRAYTON
CHRISTINE DRESP
CHRISTOPHER DUGGAN
KAREN DURANT FARIA
MARCIA DWORKIND
NICHOLAS DYSON
DIANE EATHERTON

Walter Guralnick, MD (50 years)



Guralnick, of MGH Oral and Maxillofacial Surgery, served as the department chief at the MGH from 1967 to 1982. He also served as director of MGH Ambulatory Services from 1982 to 1983 and as director of MGH Operating Rooms from 1983 to 1991. Guralnick received the HMS Clifford Barger Mentoring Award in 2000 and is the namesake of the Walter C. Guralnick Chair in Oral and Maxillofacial Surgery at HMS, established in 1993.

JOANNE CHARLES
ZHENG-YI CHEN
LEON CHERNYAK
NINA CHIN
JANICE CIANO
GLORIA CICCONE
MICHAEL CIULLA
ANDREW CLARK
DALE CLARKE
EILEEN COGLIANO
GARY COLLYMORE
COLLEEN COMEFORD
CATHY CONBOY
WILLIAM CONSTANTINE
CHRIS CONSTANTINOU
LISA COOKE
ANA COREAS
KAREN CORMIER
CELINO COSTA
ANNE COUTINHO
HERBERT EDWARDS
DANIELLA EMILE
ANTHONY ERDMANN
DEBORAH ESSIG
CLARK EWER
EDWARD FARLEY
JOYCE FEOLA
CHARLES FERGUSON
JULIA FINN
THOMAS FINN
KARLOTTA FITCH
CYNTHIA FITZSIMMONS
JOHN FLESSAS
SHARON FOLLAYTTAR
KRISTINE FORDE
ANTHONY FORGIONE
SUZZANNE FRANCIS
ANNA FROST
CHRISTA GAMBON
PATRICIA GANNON

AMELIA GARDNER
GERALDINE GARDNER
MICHAEL GARRITY
LISA GARTLAND
GUY GAZELLE
DEBRA GERVAIS
ALICE GERVASINI
HENRY GEWIRTZ
MARYJANE GIACALONE
VALERIE GIORGIONE
PAUL GOETINCK
STEVEN KRUGMAN
SHARON KURTH
LAWRENCE KUTNER
DOROTHY LAFRATTA
ANNMARIE LAHAIE
LORNA LAMPERT
ELIZABETH LARSON
SUSAN LASTER
DONNA LAWSON
CAROL LEARY
WENDY LEE

Clement Arthur Hiebert, MD (50 years)
Hiebert, of MGH Surgery, began his career at the MGH as a surgical resident. He then served as the director of MGH Surgical Clinics from 1959 to 1960 before becoming a clinical associate in Surgery. Hiebert has led a number of professional societies, including the American Board of Surgeons and the New England Surgical Council.

RICHARD GOLDBERG
TESSA GOLDSMITH
MAYANA GOLOMB
MARIA GOMEZ
INACIO GONCALVES
CAROLYN GORKA
JOAN GREEN
JOSEPH GROCELA
MARILYN GROSS
FRANCINE GUNDERSON
TRI HA
ELKAN HALPERN
DIANE HANSCOM
HOWARD HARTMAN
ANNMARIE HAYES
MARK HECTOR
HOWARD HELLER
JOHN HENSON
KELLIANN HESS
JEFFREY HEWETT
DANIEL HOCH
MICHAEL HOGAN
KAREN HOLLAND
ZANE HOLLINGSWORTH
GUOXIN HUANG
XIAN HUANG
ZU ZHENG HUANG
LINDA INSERRA
LORRAINE JACOBSOHN
RAKESH JAIN
LORETTA JOHNSON
MARGARET JOHNSON
WILLIAM JOHNSTON
ROSEMARY JONES
LOUIS JORDAN
FRANCES JOYNER
SHEILA KAISER
UMU KANU
JENNIFER KELLIHER
EDWARD KIELTY
ANITA KING
MARIA KING
VARDA KONSTAM
CHRISTIAN LEGUERN
TERRY LERNER
SUSAN LEROUX
JEFFREY LEVINE
MING LI
YAONAN LI
VIOLA LIMONE
DONALD LLOYD-JONES
ENG LO
CATHY LORE
LYNN LUGINBUHL
CYNTHIA MACIAGA
JULIA MACLAUGHLIN
KAREN MADDALENA
BEVERLY MAHFUZ
NIKOLAOS MAKRIS
JOSEPH MALONE
KATHLEEN MANGANELLI
DAVID MARGOLIN
LAWRENCE MARTIN
LISA MASSA
MARIA MATHAY
KENNETH MAYNARD
MARILYN MCCALLUM
CARLENE MCCLANAHAN
JOANNE MCCORMACK
WILLIAM MCDOUGAL
SUZANNE MCGRAIL
JULIE MCINTYRE
MARGARET MCLAUGHLIN
MICHAEL MCLAUGHLIN
TERESA MCLAUGHLIN
KAREN MCMANUS
LUETTA MCNEIL
ANNA MEADE
TANYA MEDVEDEFF
PAMELA MEINHARDT
JOHN MENDALKA
ANN LOUISE MERCER
LISA MICCIULLA
BONNIE MICHELMAN
BARBARA MIDDLETON
LAURIE MILLER
ARPAD MOLNAR
SIDNEY MONDELL
MARY MOONEY
ANNA MOORE
MCCALLUM MOORE
SHEILA MORAN
JEFFREY MORGAN
LISA MORTIMER
DAVID MRAKOVICH
MICHAEL MULLAHY
JULIANN MURPHY
CHRISTINE MURRAY
RAYMOND MURRAY
GABRIELLA MUSCOLO
AMY NASH
DONNA NICHOLAS
GUNNLAUGUR NIELSEN
NANCY NITENSON
MARY NOLAN
SAMUEL NURKO
MARY O'NEILL
MELYNDA O'NEILL
PATRICIA O'SHEA
JANET OBRIEN
MARIAN OBROCK
MARJORIE OETTINGER
LAURA OLSON
LOUISE ORNSTEIN
DONALD OSTLER
DAVID PALMIERI
JOSEPH PANZERA
MIKHAIL PAPISOV
PAULINE PAPPAS
LESLIE PARECHANIAN
MARIE PASINSKI
ALEXANDRA PAUL-SIMON
KEITH PERLEBERG
AMARILIS PINA
HUMBERTO PINA
RICHARD PINO
ANA PIRES
HYPPOLITE POCHETTE
SIMON POWELL
ROBERT REDMOND
IGOR REYES
SAMUEL RILEY
ROCK RIPPLE
CELESTE ROBB-NICHOLSON
CHIQUITA ROBERTSON
CHRISTINE ROONEY
JULIO ROSADO
MICHELLE ROSE
KATHLEEN ROSENFIELD
STANLEY ROSENTHAL
ROSEMARY RUSSO
KATHLEEN RYAN
ELIZABETH RYDER
DAVID SACHS
MOHAMMED SAIDUZZAMAN
JOSEPHINE SAILLANT
DENISE SARNIE
GAIL SCHAAF
LORI SCHATZL
ANTHONY SCHEIM
WILLIAM SCHMITT
ESTELLE SCHWARTZ
MICHAEL SCHWARZSCHILD
STEPHANIE SEMINARA
DIANA SERINO
GARY SHANGOLD
KAREN SHARP
ALBERT SHAW
JOSEPH SHEA
ROBERT SHERIDAN
WILMA SHORT
VIRGINIA SIGEL
JOSEPH SILVA
JULIA SINCLAIR
JACQUELINE SKIDDELL
SUSAN SLAUGENHAUPT
PATRICK SLUSS
ANGELA SMITH
EDWARD SMITH
SHANNON SMITH-BREW
ROBIN SOBOLEWSKI-LAMBERTI
DEBORAH SOLOMON

Roger William Jeanloz, MD (50 years)
Jeanloz, of MGH Medicine, came to the MGH as an associate biochemist. He has held several lectureships around the world, and has received the Medal of the Societe de Chimie Biologique in France. Jeanloz has served as the regional and founding editor of *Carbohydrates Research* and as the associate editor of *Molecular Biology*. He also has been a member of the Board of Directors of the Swiss Society of Science in the United States.

JOHN POWELSON
JOANNE PRENDERGAST
KRISTINE QUATIERI
ELIZABETH RAFFERTY
MOHAMMAD RAHGOZAR
JOSEPH RAMPULLA
MARIE-CATHERINE RAYMOND
SUJATA SOMANI
GUILLERMO SOSA-SUAREZ
MILDRED SPADAFORA
WILLIAM SPICER
ROBERT STABILE
KATHLEEN STAKES
CHANTAL STERN

CHARLES STOCKBRIDGE
CHRISTOPHER STOWELL
NORMUND STRAUTIN
[illegible]LMY SUAREZ
[illegible]AN SULLIVAN
MAURA SULLIVAN
LINVAL SWABY
MIMIE SWEN MORRIS
KATHRYN SWINERTON
ISABEL TALENTINO

For Five Years

DOROTHY ADAMS
JOHN ALMENDRAS
RUTH AMADI-NWOGU
JESSICA ANDERSON
MICHELLE ANDERSON
BOZENA ANTONIU
ADELE ARDOLINO
SUSAN ARISTIZABAL

H. Walter Jones, MD (50 years)

Jones, of MGH Medicine, began his career at the MGH as a clinical assistant in Medicine in 1951. He was appointed as an assistant physician in 1965 and as a senior physician in 1994, a position he still holds. Jones also has served HMS as a clinical instructor, and at MIT as a physician, chief of Inpatient Services and chief of Internal Medicine.

DIANA TANSO
ARLENE TAYLOR
MADALENA TEIXEIRA
RAVI THADHANI
SARAH THAYER
GEORGE THEODORE
MELISSA THOMAS
MAUREEN THOMASSEN
[illegible]LAN THORNTON
[illegible]ETCHEN TIMMEL
AMANDA TODD
KAREN TOLEDO
ELIZABETH TRAGHELLA
LILYA TRILISER
JEAN VALDINOCCI
ARMANDO VALERIO
SANDER VANDENHEUVEL
EDUARDO VENTURA
MARIA VEO
PIERRE VERRELIEN
BARBARA VOZIKIS
DEBORAH WANZER
WILMA WASCO
MILDRED WASILESKI
LAWRENCE WEISSBACH
LEANNE WELCH
MARIENOEL WESTGATE
PURRIS WILLIAMS
SONJI WILLIAMS
WILLIAM WILSON
AMY WONG
REGINALD WOODLEIGH
CHIN-LEE WU
HAIDONG YOU
ANNE YOUNG
ANTHONY ZIETMAN

VENANCIO ARROYO
ALBERT ARSENAULT
ACLOUSE AUGUSTIN
CAETANO BARBOSA
BONITA BARRESY
ANA BARROS
THEODORA BARROS
ERNSO BAZILE
MARYSE BAZILE
KRISTIN BEAUPARLANT
ANDREW BEAVER
PAMALA BEGG-DIGIOVANNI
PATRICIA BERMINGHAM
LOIS BISSON
LAUREN BLACKBURN
JAYNE BLANCHARD
JOSEPHINE BOAKYE
ROSEMOND BOATENG BOADU
BEATA BORZYMOWSKA
JOLANTA BORZYMOWSKA
KENDRA BOTELHO
VIOLETTE BOUZY
PATRICIO BRANDAO
CHRISTINE BRIDGES
CAREN BRIGGS
STEPHEN BRODETTE
ANN MARIE BROOKS
RUBY BROOKS
BENITA BURKE
JEAN CADET
DONNA CALLAMARO
KATIA CANENGUEZ
CAROL CANLAS
MICHAEL CAPLAN
MICHELLE CAPOZZI
ROSA CARABALLO
ELIAS CARRION
ANGELA CARTER
DAVID CARTER
EVELYN CASTILLO RIVERA
CRISTINA CHARLES
ROSETTE CHARLES
NILANTHI CHINNIAH

JAY CHOI
LARA CHRISTENSEN
PATRICIA CIGNETTI
PATRICIA CINCOTTA
DIANE CLANTON
PATRICIA CLINTON
CYNTHIA COCIVERA
CLARE COLE
COLLEEN COLLINS
PAUL CONSTANTINO
DIANE CORBIN
MELISSA COROLLA
HEATHER COTE
ANNETTE COWARD
KIMBERLEY CRONIN
MICHELLE CURRAN
ROSE D'AMELIO
KELLY D'AMORE
SONJA D'ERRICO
CONSTANCE DAHLIN
FRANCOISE DAMAS
CHARLES DARDINSKI
TEODORA DASILVA
VANDA DASILVA
JOSEPH DECAMP
SEAN DELAPAZ
PATRICIA DELAPP
ELIZABETH DELNICKAS
MEIHUA DENG
XIU DENG

DAVID DUARTE
SUSAN DUFFY
MARIE DUMORNAY
GLADYS DURHAM
MARIE DUVAL
NANCY ENOS
ANN ERWIN
PAMELA ESKEW
WENDY ESOLDO
SUSAN FALLON
MARY FARNHAM MILLS
DARLENE FARNUM
ANN FERNANDES
KRISTEN FERNANDES
JOHN FIAMMA
PIERRE FIDELIA
MARIA FITZPATRICK
MARY FLAMMIA
BEATRICE FLEURY
JUICY FONDEUR
EDUARDO GARCIA
ZUNILDA GARCIA
KAREN GEBBIE
ANGELA GEE
MOHAMED GHERAISSA
SANDRA GILL
JULIE GODDARD
LORETTA GODFREY
TARA GOLINI
IRMA GOMEZ

Stephen M. Krane, MD (50 years)

Krane, of MGH Medicine, served as chief of the MGH Arthritis Unit from 1961 to 2000, setting a record for continuous service. He has served as chair of the Executive Committee on Research at the MGH and received the Distinguished Investigator Award of the American College of Rheumatology. Today, Krane continues his research, supported by the NIH, in the Center for Immunology and Inflammatory Diseases at CNY.

MAURA DESMARAIS
ELIZABETH DESOUZA
MICHELLE DEVER
JOSEPH DIGREGORIO
STACY DILLON
KERRY DIPIETRO
CONSTANCE DISILVIO
CRISTINA DOHERTY
KATHLEEN DOHERTY
SARA DOLAN
JEANNE DOLAN
OSWALD DOMINGUEZ
LISA DONELAN
NAI KUN DONG
ROBERTA DONNELLAN
FRANCIS DONOGHUE
BARBARA DONOVAN
EXALEM DORCEUS
LORRAINE DOX
PATRICIA DRUMMEY

JOHN GORDON
PATRICIA GRABAUSKAS
JANE GRAY
RITA GRAY
ROSANNA GRECO
LEO GREENE
MAUREEN GRIFFITH
RUTH GROSSMAN
ADELINE GUERRIER
MARIANA GUERRIER
ROXANNE GUERRIERO
ALICE HADLEY
THOMAS HALL
MARGUERI HAMEL-NARDOZZI
MAUREEN HAMES
HUSSEIN HARE
KATHLEEN HARNEY
PETER HAYES
MAUREEN HEAVEY
CAITLIN HEMEON

MARIAN HENDERSHOT
RICARDO HERRERA
DEANA HICKEY
FADUMO HIRSI
KARIN HOBRECKER
JENNIFER HOLMES
WALTER HOWARD
KAREN HURLEY
OCTAVIO HURTADO
CYNTHIA ISRAEL
GENEISE ISRAEL
JANINE JANVRIN
CARLESHIA JOHNSON
ELIZABETH JOHNSON
JENNIFER JOHNSON
MEGAN JONES
VIRGINIA JONES
CHERYL JOSEPH
MICHAEL JOSEPH
OSIAS JUNIQUE
MARY LOUISE KELLEHER
LAURIN KENNY
PATRICIA KENT
DOLORES KERSHAW
JENNIFER KILDAY
SUSAN KOSTIGEN

ELIZABETH LOPES
HELEN LOPEZ
DIANNE LOSCOCCO
ARLENE LOWENSTEIN
ALICE LUGO
MARIA LUGO
SONIA LUGO
DONNA LYDER
JENNIFER LYNCH
JESSICA LYNCH
THOMAS LYNCH
JOYCE MACCORMACK
RICHARD MACDONALD
ALEATHA MACK
JACQUELINE MADDEN
FRANCES MAHONEY
BARBARA MALCOLM
DINA MANCIA
VIRGINIA MANZELLA
ALDO MANZO
DEMETRIS MARADIANOS
ADELA MARQUEZ
JOSEFINA MARROQUIN
JORGE MARTINEZ
CARLOS MATOS
BARBARA MATTESON

Maurice Murdoch Pechet, MD (50 years)

Pechet, of MGH Medicine, has pioneered several innovative programs in chemistry and research. He has done significant work in investigating the metabolic effects of Prednisone and its treatment of rheumatoid arthritis. Pechet also helped to establish the Research Institute for Medicine and Chemistry at MIT.

SYLVIA KRISTAL
JOSEPH KUPCZEWSKI
MAN KWAN
MARTIN LANTIERI
BETH LAROSSA
ROBERT LAROSSA
KAREN LAVOIE-HUARD
NANCY LAWLESS
MARY LAWSON
LEE LEAHY
ANNA LEE
JESSLYN LENOX
ANNA MARIA LEONE
NICOLE LEVY
CAROLENE LEWIS
MAIRE LEYNE
DIANE LIRAKIS
MONTE LITES
JOAN LOMBARDI
JENNIFER LOMBARDO

KARIN MCCANN
GERALDINE MCCARTHY
KIM MCDERMOTT
MELISSA MCDONALD
ADRIANA MCDONALD-TOVAR
CAROL MCDONOUGH
SEAN MCGRATH
CAROLINE MCGUIRK
WILLIAM MCLAUGHLIN
SARAH MCLELLAN
FRANK MELANSON
JENNIFER MELANSON
MARY MELICAN
DAVID MILLER
JENNIFER MILLS
CORRINA MINNAR
ELLEN MINSKY
JOSE MIRANDA-RIVAS
KERRI MODRY
JAMES J. MONGAN
ALTAGRACE MONT-LOUIS
JEAN MORISSET
MARIE MORISSET
JOSEPH MOY
BETH MUCCINI
STEPHEN MURPHY
HEATHER MURRAY
ABDULWAHAB MUSANUR
SANDRA MUSE
ESTHER-LEE NEALON

SUSANNA NG
PETER NGUYEN
PAUL NORDBERG
ROSA NUNEZ
CATHERINE O'BRIEN
MARY O'BRIEN
PAULA O'BRIEN
ELIZABETH O'SHEA
FELIX OJIMBA
ANDREW PAGNOTTI
GEORGIOS PAPADIMITRIOU
JANELL PAPPAS
CLAUDIA PAREDES
LORRAINE PARKES
JULIE PASQUALE
HASMUKH PATEL
SVETAL PATEL
ANNMARIE PATTEN
KATHLEEN PEASE
CARA PENNEY
ELIZIA PEREIRA
JUAN PEREZ
MARCELA PEREZ
RICHARD PERROTTI
JANE PIAZZA
DAVID PIAZZO
GAIL PIERSON
SHERRY ANN PLEAU
JEAN CARLO POLYNICE
HENRY PORTER
JONATHAN PRESTAGE
HARALD PROSPER
ELAINE PUGLIESE
JUAN RAMIREZ
AMANDA RAMOS
MICHELLE RAMSAY
ALTON REEVES
ELIZA REGIS
JULIA RENKES
DEE ANN RENY
ANA REYES
NORMAN RICE
NANCY RINGWOOD
JUDITH RIVERA
MARK ROBEL
MARYELLEN ROBERTSON
JENNIFER ROCHOW
BETZAIDA RODRIGUEZ
ROSA RODRIGUEZ
ALEITA RODRIQUEZ
GRISELDA ROSA
DAYSI ROSARIO
PAULINE RUBINO
AMY RUTSTEIN-RILEY
JENNIFER SAMIOTES
WILLIAM SASSO
JEANNE SAVOY ELLIOTT
ROBERTA SCANNELL
ROBERT SCHNEIDER
JENNIFER SCHOERNER
JOAN SCHWAB
KAREN SCIALOIA
RICHARD SCOLA
RICHARD SEARLES
LAURA SEMRAD

MARLA SIGMAN
WILLIAM SIMMONS
MARIE BANETTE SIMON
DANIEL SMITH
TRACY SOARES
AMIE SOKOLOWSKI
MARCO SOTO
JEAN SOUFFRANT
BRIDGET SPANN
MARTIN SPERA
ANITA ST. JOHN
JOSEPHINE STAFFORD
ANGELA STANCATO-LEBOW
HELENA STARKE
DANIEL STETSON
MONICA STRAUSS
KRISTEN SULING
PATRICIA SULLIVAN
SUSAN SULLIVAN
KATHERINE SWIGAR
JANETH TATUM
JANE TAUB
JENNIFER TAVERNELLI
BENITA TAYLOR-SPRUILL
JENNIFER TENHOVER
SHELLEY THIBEDEAU
KIMBERLY THOMANN
LISA THORBURN
DAVID TRAN
CARLA TRANIELLO
MAUDLINE TUITT
LAURA TYNAN
KATE ULBRICHT
NICOLE VALCOURT
BARBARA VALOVIC
EUGENE VANDERPOOL
MICHELLE VASSILOPOULOS
STEFAN VENTURA
JENNIFER VICKERS
VLADIMIR VRBANAC
KEITH WADE
KATHLEEN WALSH
QIUJUAN WANG
KATHLEEN WAPLES
MARY WATKINS
DEBORAH WATTS
KIMBERLY WAUGH
JOHN WESTGATE
SHERYL WETTERHAHN
KIMBERLY WHALEN
MARGO WILDER
MERRILEE WILEY
HOLLY WILLIAMS
MARIANNE WILLIAMS
CHRISTINE WILSON
JEAN WONG
MEI WONG
JANICE WOODWORTH
JEAN WYATT-GEE
HUIHONG XU
ALISON YOUNG
DEBORAH ZAITCHIK-SAMET
ANDREA ZAMEJTIS
JIAN ZHANG
SONIA ZUNIGA

MGHers support Memory Walk

MGH Senior Health was an event sponsor of the annual Memory Walk Sept. 23 to benefit the Alzheimer's Association. Staff from MGH Senior Health were on hand to answer questions and give out information about their services at an information table for walkers. Staff members also participated in the walk and contributed $1,600 to the cause, which supports local programs for those affected by Alzheimer's.

Below, from left, Katherine Hesse, MD; Shelley Amira; Monera Wang, MD; and Virginia Leonard. Seated is Barbara Moscowitz, LICSW.

Women's Wellness Fair highlights awareness, options

Women today face increasingly complex issues in terms of personal health and health care options. A Women's Wellness Fair — held for MGH employees and patients Oct. 5 under the Bulfinch Tent — helped to shed light on prevalent women's health topics and programs. The fair offered information and interactive presentations, such as a self-breast-exam demonstration. MGHers visited booths staffed by a variety of MGH departments and services, including MGH Physical Therapy, MGH Nutrition and Food Services, MGH Psychiatry, the MGH Vincent Obstetrics and Gynecology Service and several others. Suzanne Thomas, of MGH Biomedical Engineering, was the winner of the event's door prize — a gift basket donated by the MGH Images Hair and Skin Care Center.

ADVANCES

Medication prevents osteoporosis in men treated for prostate cancer

Osteoporosis typically is thought of as a problem for older women, but the bone-thinning condition also affects men. One of the fastest-growing osteoporosis risk groups consists of men suffering from prostate cancer who receive androgen-deprivation therapy to lower testosterone levels. In the Sept. 27 issue of the *New England Journal of Medicine*, MGH researchers describe how the drug pamidronate can prevent bone loss in prostate cancer patients treated with what are called gonadotropin-releasing hormone (GnRH) agonists.

It is well known that testosterone and other male hormones called androgens stimulate the growth of prostate cancer. As a result, treatments that suppress levels of such hormones have become a mainstay of therapy for advanced prostate cancer. GnRH agonists, which lower testosterone levels, have been so successful in improving treatment of metastatic cancer that they now are commonly used earlier in the course of the disease. This makes understanding and treating any side effects an important endeavor. Osteoporosis is among these drugs' most significant side effects.

Matthew R. Smith, MD, PhD, of the MGH Hematology Oncology Unit, the study's first author, notes: "Most men with advanced prostate cancer suffer serious skeletal complications, which can be exacerbated by osteoporosis. The expanding use of hormone-blocking therapies, with some patients staying on them for years, means that the problem of bone loss is becoming crucial."

Joel Finkelstein, MD, of the MGH Endocrine Unit, the study's senior author, adds, "The problems of bone loss and fracture due to hormonal suppression therapy for prostate cancer are often not appreciated by clinicians." The researchers say that this study — the first to show a safe and effective way to prevent bone loss among men receiving androgen-deprivation therapy — should be followed by investigations of other bone-preserving agents.

The study's co-authors are: Francis McGovern, MD; Anthony Zeitman, MD; Mary Anne Fallon, LPN; Douglas Hayden, MA; and David Schoenfeld, PhD, all of the MGH; and Philip Kantoff, MD, of Dana-Farber Cancer Institute.

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MGH HOTLINE

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WHAT'S HAPPENING

Ether painting open house

All members of the MGH community are invited to join artists Warren and Lucia Prosperi to celebrate the completion of their painting "The Birth of Modern Surgery." The open house will be held Oct. 16, from 1 to 5 pm in the Ether Dome. The painting, which was researched by the Prosperis for more than a year, is the first accurate depiction of the events of Oct. 16, 1846, when the use of ether as an anesthetic first was demonstrated during a surgical procedure. Light refreshments will be served. For more information, call Michelle Marcella at (617) 724-2755.

Infection Control Week

The MGH Infection Control Unit will host an information table in observance of Infection Control Week, Oct. 15 through 18, from 11 am to 2 pm in the Main Corridor. For more information, call (617) 726-2036.

CCFA support group

The Crohn's and Colitis Foundation of America (CCFA) hosts a support group at the MGH for people suffering from irritable bowel disorder, Crohn's disease or colitis. The group's next meeting will be held Oct. 16, 6:30 pm in the Gastroenterology Department library on Blake 4. For more information, contact Carrie Potoff at (617) 416-4595.

Cancer symposium

The Dana-Farber/Harvard Cancer Center (DF/HCC) will host "Reducing the Unequal Burden of Cancer," Oct. 18, from 9 am to 4 pm at the Longwood Galleria Conference Center. The symposium is designed for oncology clinicians, DF/HCC leaders and faculty, and community and government leaders who wish to discuss strategies for improving cancer care among minority populations. For more information, call Nina Cardoza at (617) 632-2476 or send e-mail to *ncardoza@partners.org.*

Longwood Symphony Orchestra benefit concert

The Longwood Symphony Orchestra, the orchestra of Boston's medical community, will present the first of four annual concerts Oct. 20, 8 pm at New England Conservatory's Jordan Hall. The concert will feature a world premiere by composer Daniel Doura and a special performance by singer Diana McVey in tribute to the victims of the Sept. 11 terrorist attacks. The concert will benefit the Albert Schweitzer Fellowship, a program providing community service opportunities for senior medical students and health care professionals around the country. Tickets are $20 for the general public and $10 for students and seniors. For more information, call (617) 332-7011.

Women's Health Day research conference

Harvard Medical School's Center for Excellence in Women's Health will sponsor a Women's Health Day research conference, Oct. 25, from noon to 5 pm at the Galleria Conference Center of the Inn at Longwood Medical. The conference will consist of three sessions, including an interactive poster session, a panel discussion about the role of mentoring in advancing research and career development, and a series of presentations by Harvard researchers whose work has direct implications for women's health. For more information or to register, call Michele Saunders at (617) 432-4371.

MGPO quarterly meeting

The Massachusetts General Physicians Organization will hold its quarterly meeting Oct. 17, from 5 to 6:30 pm in the O'Keeffe Auditorium. Susan Briggs, MD, and other members of the MGH Disaster Medical Assistance Team will report on their recent rescue efforts in New York City. Stephen B. Calderwood, MD, and David C. Hooper, MD, of the MGH Infection Control Unit, will discuss "Bioterrorism: What Every MGH Physician Should Know." Refreshments will be served. For more information, call (617) 724-9080.

Women's Cancers Health Fair

The Gillette Center for Women's Cancers at the MGH Cancer Center will sponsor a Women's Cancers Health Fair Oct. 19, from 9 am to 3 pm in the White Lobby. The fair will feature information about the diagnosis and treatment of women's cancers, including ovarian, uterine and breast cancers. For more information, call the Gillette Center at (617) 724-4800.

Domestic Violence Awareness Month events

The MGH Domestic Violence Working Group will sponsor several events and presentations throughout October in observance of Domestic Violence Awareness Month. Curt Rogers, of the Gay Men's Domestic Violence Project, will discuss "Dynamics of Domestic Violence and Referral of Gay, Lesbian, Bisexual and Transgendered Domestic Violence Victims" at MGH Social Service Department Grand Rounds, Oct. 18, from 10 to 11:30 am in the O'Keeffe Auditorium. All staff are welcome. Gunner Gurwitch, organizer and outreach coordinator of The Network/La Red, will present "Domestic Violence in Lesbian, Bisexual Women and Transgendered Communities," Oct. 25, from noon to 1 pm in the Wellman Conference Room. All MGHers, family and friends are invited to attend. Lunch will be served at 11:45 am. For more information, call (617) 724-0054.

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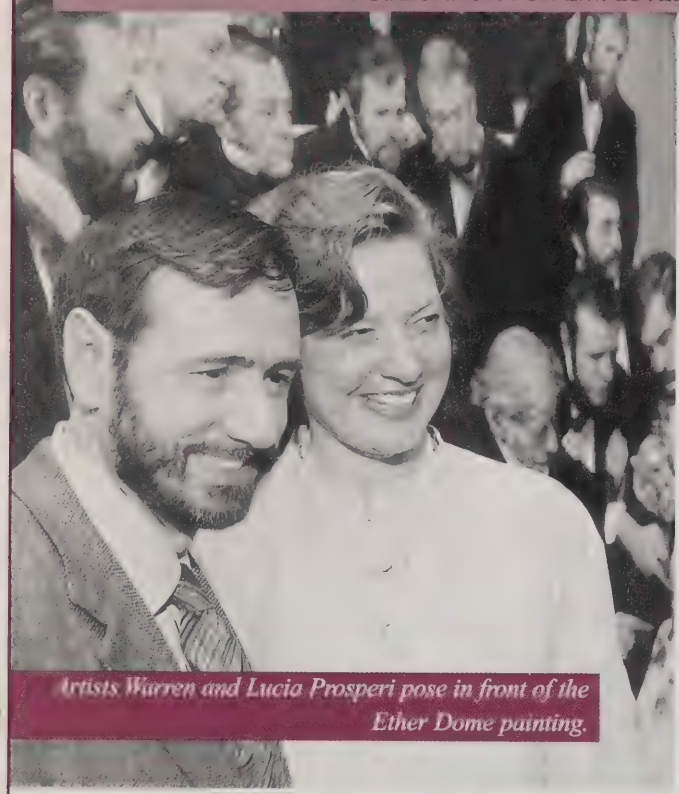
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

October 19, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL



Artists Warren and Lucia Prosperi pose in front of the Ether Dome painting.

Bringing history to life: Ether Day painting unveiled

Oct. 16, 1846 marks perhaps the most celebrated page of MGH history: the first successful public demonstration of the use of ether as a surgical anesthetic. Although hundreds of visitors flock each year to the Ether Dome — the site of the groundbreaking procedure — they previously had no way of fully visualizing the actual ground-breaking surgery. That is, until now. An open house — held in the Ether Dome Oct. 16 — featured the unveiling of a life-sized artistic depiction of the events of that same day 155 years earlier, in the form of an oil painting by artists Warren and Lucia Prosperi.

The 8-by-6-foot painting was commissioned in the spring of 1999 by the chiefs of MGH's clinical services. It was designed as a gift to the hospital from MGH physicians, nurses and friends. The Prosperis spent more than a year researching the project.

In January 2000, MGH participants dressed in period costume gathered in the Ether Dome to reenact the famous surgery. Photographer Bill Buckley captured the reenactment on film, which the Prosperis later used to perfect their work after they began painting in October 2000. The painting will remain in the Ether Dome as a tribute to a single procedure that changed the face of medicine forever. ●

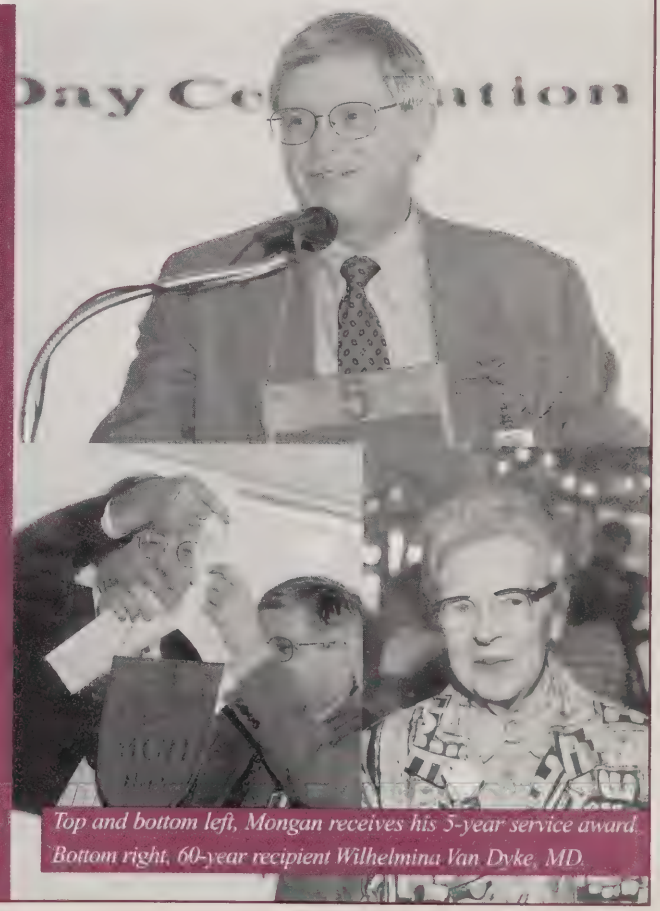
Ether Day tradition honors employees

Glimpses of MGH history reveal themselves each year on Ether Day as the hospital applauds its employees — some of whom have worked at the MGH for more than half their lives — for their years of service.

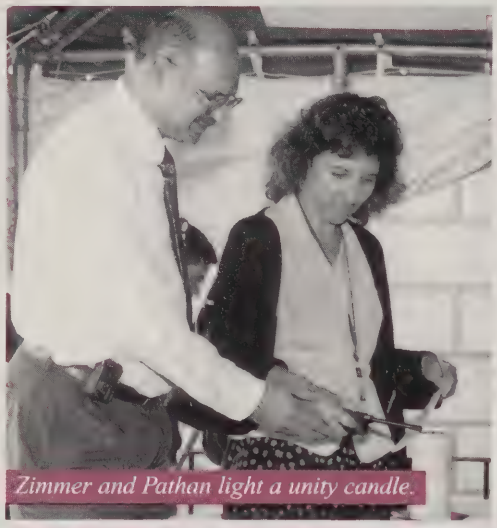
More than 1,500 employees and staff who have worked at the hospital for 5, 10, 15, 20, 25, 30, 35, 40, 45, 50 and 60 years were honored Oct. 12. They were recognized with pins and colored flowers distinguishing years of service, a celebratory ceremony and a reception with refreshments.

Edward Lawrence, chair of the MGH Board of Trustees, was on hand to present a special service award to James J. Mongan, MD, president of the MGH. Mongan received an enlarged MGH shield pin and carnation *(see photos at right)* for his five years of service at the hospital.

Jeff Davis, senior vice president for Human Resources, emceed the event, recognizing the 5- to 35-year honorees by group and the 40-, 45-, 50- and 60-year honorees individually. As Davis announced each group, the audience had the opportunity to stroll down memory lane when the number one hit song for each milestone year was played. Guest speakers Peter L. Slavin, MD, chief executive officer of the Massachusetts General Physicians Organization, and Mongan offered their congratulations to the honorees for their dedication and commitment to the hospital.



Top and bottom left, Mongan receives his 5-year service award. Bottom right, 60-year recipient Wilhelmina Van Dyke, MD.


Zimmer and Pathan light a unity candle.

MGHers gather for Unity Service

One month after the Sept. 11 tragedy in New York, Washington and Pennsylvania, MGHers gathered in the Bulfinch Tent Oct. 11 for a service of readings, prayers and music to mourn the losses and unite in spirit. The event was sponsored by the MGH Chaplaincy, Employee Assistance Program, International Office, Patient Care Services, Police and Security, Social Services and Volunteer Services.

"The world has changed since Sept. 11," said Rev. Mary Martha Thiel, director of MGH Chaplaincy. "All of us will remember the tragedy of that day, but there is something else we must remember, and that is the spirit of unity we all have experienced together."

The event featured readings and prayers from: Rev. Ana Ruth Higbee Barzola, Evelyn Bonander, Patricia Byrne, Father Phil McGaugh, Bonnie Michelman, Father Felix Ojimba, Father Celestino Pascual, Firdosh Pathan, Andrea Stidsen, Thiel, Deborah Washington and Bonnie Zimmer. Musical duo Athene Wilson and Jilson Schackecz performed songs of comfort and inspiration. ●

Benefits open enrollment

Open enrollment will be held at the MGH Oct. 23 through Nov. 6 for weekly-paid, benefits-eligible employees, with changes effective Jan. 1, 2002. Personal benefit summaries and information about new changes will be mailed to employees' homes during the week of Oct. 23.

Employees can stop by information sessions, called BeneFairs and QuickStops, to ask questions about various benefit programs. At the BeneFairs, employees can talk to representatives from companies that provide benefits and programs to the hospital. MGH Human Resources (HR) staff will be available to answer questions at the QuickStops. Spanish-, Portuguese- and French Creole-speaking staff will be available at designated sessions *(see list below)*.

For more information, visit *http://is.partners.org/hr/affiliates/mgh/* and select "Benefits Elections for 2002," call the MGH Benefits Office at (617) 726-8133 or visit your local HR office.

SCHEDULE OF BENEFAIRS AND QUICKSTOPS

Tues., Oct. 23
QuickStop
MGH Chelsea HealthCare Center
9 to 11 am

Tues., Oct. 23
QuickStop
MGH Revere HealthCare Center
9 to 11 am — Spanish

Wed., Oct. 24
QuickStop
Somerville
2 to 4 pm

Thurs., Oct. 25
Benefair
East Garden Room
3 to 7 pm — Spanish, French Creole

Mon., Oct. 29
Benefair
CNY 149 Lobby
11 am to 3 pm — Spanish

Tues., Oct. 30
QuickStop
East Garden Room
3 to 5 pm

Wed., Oct. 31
QuickStop
East Garden Room
6:30 to 8:30 am

Thurs., Nov. 1
QuickStop
MGH Charlestown HealthCare Center
2 to 4 pm

Fri., Nov. 2
QuickStop
North End Community Health Center
12 to 2 pm

Fri., Nov. 2
QuickStop
MGH Chelsea HealthCare Center
1 to 3 pm

Sat., Nov. 3
QuickStop
East Garden Room
12 to 3 pm

Mon., Nov. 5
Benefair
MGH Walcott Room
8 to 11 am — Portuguese

Tues., Nov. 6
QuickStop
MGH Walcott Room
3 to 5 pm

Fri., Nov. 16
QuickStop
185 Charles River Plaza, Room 113
12 to 2pm

Fri. Nov. 16
QuickStop
MGH Back Bay HealthCare Center
1 to 3 pm

Remembering the tragedy of Sept. 11th: An MGH employee's story

The terrorist attacks of Sept. 11 forever will be marked as one of the most tragic, life-changing events in the history of this nation. Most people will remember where they were and what they were doing when they heard the news: for the first time in decades, the United States had been attacked on its own soil. For members of the Boston Disaster Medical Assistance Team (DMAT) and the International Medical Surgical Response Team (IMSuRT), the attacks marked the early deployment of their team of physicians, nurses and medical technicians to give emergency aid to the people of New York City. DMAT and IMSuRT member Tony Forgione, LPN, of MGH Same-Day Surgery, shared with *Hotline* his thoughts about that memorable experience:

Tuesday, Sept. 11, 2001, started out like any other day. Then the unthinkable happened.

As a member of IMSuRT and also a member of DMAT, I was part of the team from the hospital who left work at the MGH to be deployed as needed.

Our first stop was Fort Stewart, a United States Air Force base. There we met other teams from Rhode Island, New York and Worcester, Mass.

We were informed by Dr. Briggs [Susan Briggs, MD, of MGH Surgery and director of DMAT and IMSuRT] that half of the team would be mobilized to New York City to establish the main medical station for the care of rescue workers. We arrived in the city, working through the night, unloading equipment and setting up. At 7 am, we were open and saw patients continuously, 24 hours each day.

Being the primary care providers, we treated all types of injuries, including respiratory problems, eye irritation, minor lacerations, chest pains, sprains and fractures and fatigue. We also helped with emotional issues.

As the perimeter of Ground Zero stabilized, we were able to establish four more satellite medical stations. Each one of these was staffed by a doctor, three or four nurses, and three or four Emergency Medical Technician (EMT) personnel. These stations also were open 24 hours, and each saw anywhere from 30 to more than 100 patients in an 8-hour period.

My first "up close" view of the devastation was at night. The light used to illuminate the scene gave the area a surreal atmosphere. Standing there, I was humbled and overwhelmed by the immensity of the destruction.

For me, the image that I will never forget happened during the last night of our deployment. As I was going back to the main medical station, I saw about eight firefighters silently, and reverently, carrying a basket stretcher. In it was a body bag. They were bringing one of their own back home. That's the image I will never forget. ●

MGH DMAT team member Brenda Smith, RN, stands at Ground Zero.

Partners opens new research facility

The first Partners HealthCare research facility to house scientists from both the MGH and BWH was officially opened Oct. 11. The new five-story, 123,000 square-foot building is located at 65 Landsdowne St. in Cambridge, at University Park near the Massachusetts Institute of Technology. Members of the Partners research, clinical and administrative communities attended opening ceremonies with speakers including Samuel O. Thier, MD, president and CEO of Partners; Jack Connors Jr., board chairman of Partners; and Joseph Martin, MD, dean of Harvard Medical School.

Focusing on the central place that medical research occupies in Partners' mission, the speakers praised Eugene Braunwald, MD, vice president for Partners Academic Programs, for his vision and leadership of the research enterprise and for his efforts to promote collaboration among scientists across Partners. After the program, guests were treated to tours of many of the labs in the building, including the Center for the Integration of Medicine and Innovative Technology (CIMIT) and the Harvard Partners Genome Center.

John Parrish, MD, right, gives a CIMIT demonstration at the open house.

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MGH HOTLINE

WHAT'S HAPPENING

Bioterrorism information sessions
The MGH Infection Control Unit and the MGH Infectious Disease Unit will offer two sessions to provide MGH employees with information about bioterrorism. The sessions will be held Oct. 21, from 9:30 to 10:30 am and Oct. 23, from 3 to 4 pm. Both sessions will be in the O'Keeffe Auditorium. For more information, call (617) 726-2036.

Friends Fighting Breast Cancer events
Friends Fighting Breast Cancer (FFBC) will sponsor several events throughout October. Hats and other head coverings for women with breast cancer are being accepted at Fabric Place stores in Framingham, Randolph and Woburn, Mass., until Oct. 27. FFBC representatives will be at the stores to collect hats from 1 to 4 pm on that date. Fabric Place will donate $5 toward breast cancer research at the MGH for each hat donated. The FFBC will host a quilt raffle at the Castleberry Fair at Shriner's Hall in Wilmington, Mass., Oct. 19 through 21. A comedy benefit will be held Oct. 21, at 6:30 pm at the Prince Restaurant on Route 1 in Saugus, Mass. Tickets are $30. All proceeds from the raffle and comedy show will benefit breast cancer research at the MGH. For more information, contact Chris Lojko at (617) 724-2818.

Making a Difference Grant program
Proposals now are being accepted for the 2002 Making a Difference Grant program. Jointly sponsored by the MGH and the Massachusetts General Physicians Organization, the program recognizes and supports employee creativity and dedication in improving the quality of patient, family and staff experiences at the MGH. The grants offer one-time payments in varying amounts to benefit employee-sponsored service initiatives. All proposals must be received by Nov. 1. For more information or to obtain an application, call (617) 726-1816.

Vincent Club fall medical symposium and luncheon
The MGH Vincent Club will hold its fall medical symposium and luncheon Oct. 22, from 9 am to 2 pm in the O'Keeffe Auditorium. Jonathan Tilly, PhD, director of the Vincent Center for Reproductive Biology, will present "Cigarettes: Death of Eggs and Early Menopause —The Smoking Gun Revealed." Joan Gallagher, EdD, RNCS, AOCN, of MGH Patient Care Services, will discuss "Long-Term Illness and its Effect on the Dynamics of Family Life." Sandy Tsao, MD, of the MGH Dermatology Laser Center, will address "Skin Conditions Associated with Hormonal Imbalance." For more information, call (617) 523-3900.

Responsible Conduct of Research program
The Partners Responsible Conduct of Research program will be held Oct. 29, 10 am to 4 pm in the Bornstein Amphitheater at BWH. The program is designed to fulfill National Institutes of Health ethics training requirements for all pre-doctoral and post-doctoral National Research Service Award trainees who are receiving support from individual or institutional grants, fellowships or awards. For more information or to register, call Victoria Mirabello at (617) 726-1291 or send e-mail to *vmirabello@partners.org.*

Latino Heritage Month events
The MGH will be hosting several events in recognition of Latino Heritage Month. "Care of Latino Patients — Nursing Grand Rounds" will be held Oct. 25, 1:30 to 2:30 pm in the O'Keeffe Auditorium. A Latino Health Resource Information table will be in the Main Corridor Oct. 26. "An Inside Look into the Latino Culture, Heritage and History," will be held Oct. 26, in the Walcott Rooms, from 2 to 5 pm.

United Way campaign kicks off Oct. 25

The 2001 United Way campaign will kick off Oct. 25. MGH employees will receive pledge cards with their paychecks at that time. Additional information will be available through hospital department representatives and the MGH United Way intranet web site as the campaign progresses.

The goal of this year's campaign is to raise $225,000, a 9 percent increase over the $206,847 raised last year. The 2000 campaign was the most successful in MGH history.

MGHers who donate will be eligible for dozens of raffle prizes, and all surplus funds raised above the campaign goal will assist MGH Social Services in providing extra care to patients and families in need.

Upcoming issues of *Hotline* will have more information about the United Way campaign and the variety of programs it supports.

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www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
(617) 726-2206

October 26, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH educates about bioterrorism

In the wake of the Sept. 11 terrorist attacks and the recent reports of anthrax cases — both feared and actual — many Americans are confronting new worries about bioterrorism. While national and local health officials advise against panic, MGH clinicians and administrators are offering information to educate employees and the public about bioterrorist agents, as well as highlighting the hospital's planned response to any crisis.

The quarterly meeting of the Massachusetts General Physicians Organization (MGPO) Oct. 18 featured a presentation, "Bioterrorism: What Every MGH Physician Should Know," and provided an overview of the MGH's planned response to a disaster situation.

"The MGH has a disaster response plan that fits into the broader response of the city of Boston," explained Britain Nicholson, MD, chief medical officer. The MGH would work within the Conference of Boston Teaching Hospitals — in conjunction with Boston Emergency Medical Services, the Boston Police Department, the Boston Fire Department, Boston Emergency Management Association and the Boston Public Health Commission — to formulate an appropriate

(Continued on Page 2)

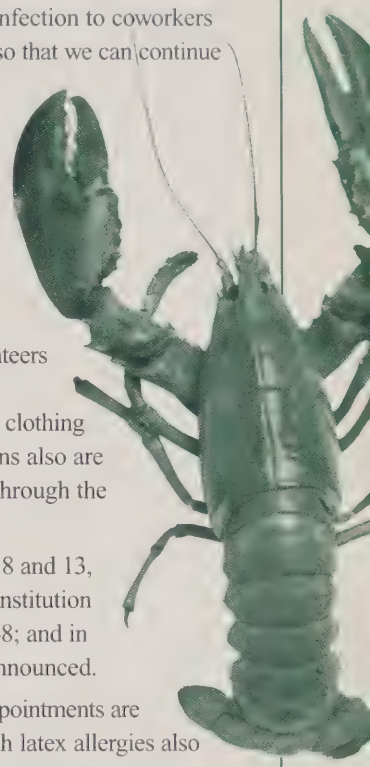
Return to standard time

Standard time returns at 2 am Sunday, Oct. 28. Remember to set clocks back one hour.

It's just a little pinch: MGH offers flu shots

During this challenging time, MGH employees and staff all are handling concerns about bioterrorism and considering the risk of exposure to infectious agents. Because of these concerns, MGH Occupational Health Services (OHS) staff members believe that it is more important than ever for MGHers to recognize the significant risk of contracting the flu, and they encourage all employees and staff to take precautions to prevent flu infection.

According to Susan Loomis, director of OHS, the flu is responsible for 67,000 deaths in the United States each year, and despite the availability of flu vaccine, many health care workers do not get vaccinated. "It is especially important for hospital employees to get vaccinated so that we do not spread infection to coworkers and patients," she says. "We need to remain healthy so that we can continue to provide the highest quality of care for our patients."



Key points to remember about flu shots:

- The flu vaccine is safe and effective. Flu shots are incapable of causing flu infection because the vaccine is inactivated.
- Flu vaccine also is accessible. It does not take much time to get vaccinated for the protection of employees and others.
- Vaccinations will be available for all employees and volunteers Nov. 1 to 7, from 7 am to 5 pm in the Main Corridor. Employees and staff must bring their ID badges and wear clothing with sleeves that easily roll up to the shoulder. Vaccinations also are available on all inpatient units and at the health centers through the peer vaccination program.
- Off-campus flu clinics have been scheduled at CNY Nov. 8 and 13, from 9 am to noon in the lobby of Building 149; One Constitution Center, Nov. 13, from 1 to 3 pm in Conference Room 248; and in Somerville Nov. 1, from 9 to 11 am at a location to be announced.

If these dates and times are not convenient, vaccination appointments are available by calling OHS at (617) 726-2217. Employees with latex allergies also need to call for an appointment to receive specially prepared vaccine.

Flu shots for patients

In addition to the employee flu vaccinations, the MGH and the Massachusetts General Physicians Organization (MGPO) provide thousands of flu shots to patients throughout the flu season. The MGH/MGPO Flu Shot Program currently is under way.

Patients, staff and others with questions about the flu vaccine can call a toll-free hotline at (877) 733-3737.

Because of ongoing concerns about bioterrorism, staff members of the MGH/MGPO Flu Shot Program are reassuring patients that the vaccine is safe and effective for prevention of the flu. The Food and Drug Administration monitors production and packaging of the flu vaccine, setting strict quality standards that include thorough inspection of the vaccine before distribution. In addition, all vaccine will be inspected upon delivery by MGH staff. ●

2001 MGH United Way campaign aims to make a difference

Since the terrible events of Sept. 11, many people have found themselves with a renewed desire to make a difference in the lives of others. Beginning this week, MGHers will have the opportunity to make a contribution to their own neighbors in need through the 2001 United Way campaign at the MGH.

The campaign kicked off Oct. 25, when employees received pledge cards with their paychecks. Donations of any amount can be pledged, and the cards can be returned to any of several drop-box locations throughout the main campus, health centers and at CNY. MGH departments also have representatives who are available to collect cards and answer questions. Every MGHer who donates to the United Way will be eligible for a variety of raffle prizes, including days of earned time and Boston Bruins tickets.

"Every year, MGH employees demonstrate their generosity in giving to the United Way," says Debra Doroni, administrative director of MGH Surgery and the 2001 campaign co-chair. "It is our hope that the same generosity and caring will be displayed this year, so that many more needy individuals and families — in the Boston area and beyond — will benefit."

Last year, the MGH United Way campaign raised $206,847 — a hospital record. The MGH hopes to top that amount with a 2001 goal of $225,000. In addition to helping numerous human services organizations — with causes ranging from educating children struggling with poverty to providing care and companionship for the elderly — the campaign also can directly benefit the MGH. Many MGH patients and families depend upon the services of United Way-sponsored organizations. A percentage of all funds raised beyond the yearly goal also will be used to support MGH programs and departments, such as MGH Social Service.

For more information about the MGH United Way campaign, watch for upcoming features in *Hotline* and visit *www.mgh.harvard.edu/pubaffairs/UnitedWay/uwhome.htm.*

Last year's United Way campaign set a record for hospitalwide giving.

— MGH educates about bioterrorism

(Continued from Page 1)

course of action for a bioterrorist attack or other emergency.

The MGH has long had in place a comprehensive disaster plan for all departments, and the MGH Disaster Committee currently is working with senior leadership to review and augment that plan in the aftermath of Sept. 11. The revisions will ensure that the MGH is prepared to accept, triage and treat a large number of patients brought in from a potential disaster in Boston or elsewhere. The plan also will address hazardous materials, evacuation issues and bioterrorism.

"BIOTERRORIST INCIDENTS MAY INVOLVE THE CARE OF CRITICALLY ILL PATIENTS, BUT THAT IS WHAT THE MGH IS ALL ABOUT."

— STEPHEN CALDERWOOD, MD

David Hooper, MD, chief of the MGH Infection Control Unit, and Stephen Calderwood, MD, chief of the MGH Division of Infectious Diseases, are leading a subcommittee focusing on the threat of bioterrorism and the MGH's subsequent role and response. Calderwood and Hooper offered a series of bioterrorism information sessions for MGH employees during the past two weeks.

At these sessions, health care workers received information about the identification and treatment of likely bioterrorist agents, such as anthrax and smallpox. Calderwood stressed the importance of remaining calm and relying upon "clearly defined lines of communication" in handling a potential bioterrorist attack. "As worrisome as bioterrorism is, we should remember that these are diseases we have handled before and know how to deal with," he said. "Bioterrorist incidents may involve the care of critically ill patients, but that is what the MGH is all about."

In the event of encountering a patient with suspicious symptoms, MGH employees are asked to notify the Division of Infectious Diseases promptly at (617) 726-3812. In the event of seeing or receiving a piece of suspicious or threatening mail, employees immediately should contact MGH Police and Security at (617) 726-2121.

For the text of the MGPO presentation and information about bioterrorism, visit *http://oi.mgh.harvard.edu.* ●

Strategic planning effort charts future of Dana-Farber/Partners CancerCare

Members of Dana-Farber/Partners CancerCare (DF/PCC) — a collaboration in adult oncology at the MGH, Dana-Farber Cancer Institute (DFCI), BWH and affiliated community hospitals — are in the process of developing a strategic plan with a vision for becoming a cancer center of the future. The plan will set goals for DF/PCC and create a blueprint for growth.

"The strategic planning effort in oncology gives us a chance to design future cancer care combining the excellence of the MGH, BWH and Dana-Farber," says Thomas Lynch, MD, an MGH oncologist involved in the planning effort. "Since the joint venture between Dana-Farber and Partners was formed five years ago, we have made great strides toward integrating care and research across the system. This effort allows us to project compassionate and cutting-edge care across the Partners system throughout New England."

The planning project began early this year, when a team of representatives from DF/PCC's three founding hospitals was formed to guide the effort. Comprised of physicians, nurses and administrators, the team sought input from patients in a series of focus groups. In April, nearly 100 staff members from throughout DF/PCC attended a retreat to sketch the first outlines of the strategic plan.

The April retreat identified several areas of focus for the strategic plan:

- Coordinating services between DF/PCC's Boston hospitals and its community affiliates so that care can be delivered in the most efficient, convenient way;
- Becoming a leader in genomics — screening patients for distinct patterns of gene abnormalities that help identify their precise disease;
- Providing lifelong care for patients, including end-of-life care, and creating a seamless system for transferring into, out of and across the DF/PCC system;
- Becoming financially self-sustaining by seeking adequate insurance reimbursement for outpatient care and services, such as advanced screening and counseling;
- Supporting all programs with state-of-the-art computer technology;
- Becoming the partner of choice for community physicians and companies developing new therapies;
- Performing clinical trials sought by patients around the world and offering wide access to underserved groups; and
- Transforming laboratory discoveries into new treatments and attracting talented scientists from around the world.

"For the first time, we are establishing information systems that will allow us to know the scope and the successes of our patient care system, as well as our opportunities for growth," says Bruce Chabner, MD, clinical director of the MGH Cancer Center. "Some major decisions lie ahead. To make them intelligently, we need this information."

The current planning activity is the first of two phases. It involves staff from MGH, DFCI and BWH, while the second phase will bring in representatives from the affiliated community hospitals. Phase 2 is expected to begin next year.

The project is part of a larger initiative in which Partners HealthCare System is conducting long-range planning for several of its service lines, including cardiology, pediatrics and orthopædics. ●

A magical evening at the Storybook Ball

Wizards, witches and wands abounded at the annual Storybook Ball held Oct. 19 at the Four Seasons Hotel to benefit MassGeneral Hospital for Children. The popular fictional character Harry Potter — a young boy who possesses special powers as a wizard — set the theme for the magical evening. Proceeds from the black-tie event will support MassGeneral Hospital for Children's existing and new community-based programs for children, innovative research projects and services to improve pediatric inpatient care at the hospital.

Members of the Storybook Ball planning committee.

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MGH HOTLINE

WHAT'S HAPPENING

Tribute to Carter R. Rowe, MD
The MGH Department of Orthopædics will present "A Celebration of the Life of Carter R. Rowe, MD," Nov. 1, from 5 to 6 pm in the Ether Dome. The tribute will be followed by the dedication of the Carter R. Rowe, MD, Conference Room (formerly the White 6 Conference Room). Refreshments will be served. For more information or to confirm attendance, contact Edie Sinagra at (617) 724-9904.

Health Information Management Week
The MGH will recognize National Health Information Management Week, Nov. 4 to 10, with information tables in the Main Corridor and by the Eat Street Café. Topics will include new regulations from the Health Insurance Portability and Accountability Act (HIPAA) and patient confidentiality policies and guidelines.

Membrane biology symposium
The first annual Symposium on Membrane Biology will be held Nov. 5, from 9 am to 5 pm at CNY Building 149 Conference Room A, first floor west. For more information, contact Dennis Brown, PhD, at 617) 726-5665 or send e-mail to *brown@receptor.mgh.harvard.edu.*

All Saints Day Mass
The MGH Chaplaincy has scheduled an additional Mass Nov. 1, in observance of the Feast of All Saints, a Roman Catholic Holy Day of Obligation. The Mass will be held at 11 am in the MGH Chapel. The regularly scheduled 4 pm Mass also will be held. For more information, call (617) 726-2220.

Clinical research coordinator training workshop
The MGH Clinical Research Program (CRP) will sponsor "Management Strategies for MGH Entry-Level Coordinators, Phase II-III Studies," Nov. 7, from 8:30 am to 12:30 pm in the Wellman Conference Room. Paula Sexton, of the CRP, Deidre Norris, RN, of the MGH Epilepsy Service, and Sandra Kogan, applications project manager at BWH and formerly of the MGH Neurology Service, will discuss methods for combining MGH research experience with time management principles to provide a solid foundation in research coordination. The course addresses industry-sponsored clinical trials, and is eligible for 4.2 contact hours for registered nurses. Registration is required. To register, call (617) 726-1669 or visit *http://crnet.mgh.harvard.edu.*

CNY blood drive
MGH employees working at CNY are invited to participate in a blood drive Nov. 6, from 8:30 am to 2 pm. The MGH Bloodmobile will be located at CNY Building 149. For more information or to make an appointment to donate, call Susan Murphy at (617) 724-6518 or send e-mail to *smurphy4@partners.org.*

Walk and road race for cancer fund
The Boston Athletic Club will host a 5-mile road race and 3-mile fitness walk to benefit the Marie C. Petrilli Cancer Fund, Nov. 4, beginning at noon from the club, located at 653 Summer St. in Boston. Petrilli was a former cancer patient at the MGH. The event will feature an after-race party with refreshments, entertainment and raffle prizes. The fee is $15 for entries received by Nov. 2, and $20 for all others. For more information, contact Denise Blakely at (617) 269-4300.

Eating disorders symposium
The MGH Neuroendocrine Unit will host a fall symposium, "Eating Disorders: A Multidisciplinary Update," Nov. 9, from 9 am to 1 pm in the O'Keeffe Auditorium. Topics will include "Primary Care Perspectives on Patients with Eating Disorders," "Nutritional Counseling and Eating Disorders" and "A Patient's View." Space is limited. For more information or to register, call Nila Misra at (617) 726-1427.

MGHers support American Heart Walk

During the fall season, when charity walks take place practically every weekend, MGHers are out in full force, lending their support to good causes. A large team of more than 100 MGH employees, family members and patients put on their walking shoes for the annual American Heart Walk Sept. 29. The team raised over $16,000 for the walk sponsor, the American Heart Association.

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by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
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MGH Hotline is published weekly by the MGH Public Affairs Office.
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November 2, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

IN MEMORIAM

Thomas S. Durant, MD: Beloved MGH physician

Thomas S. Durant, MD, spent much of his life chasing catastrophe and chaos in some of the world's most forsaken and forlorn spots. From his service as chief public health adviser in Saigon from 1966 to 1968 to a trip to Honduras last May to comfort victims of Hurricane Mitch, Durant was a beacon of hope for those caught up in virtually every international crisis in recent decades.

This international humanitarian, this caregiver to the world, this complex man who called himself a "simple boy from Dorchester — with a passport," died Oct. 30 at the hospital he loved, after a long and hard-fought battle against cancer. He was 73.

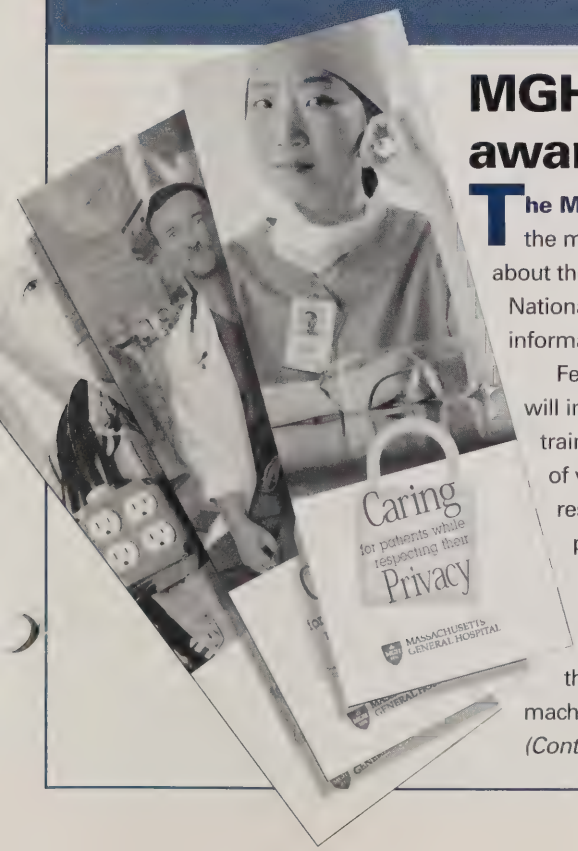
Durant, who served the MGH as assistant director, compiled a 35-year itinerary that reads like an atlas of modern-day trouble spots: Cambodia, Albania, Northern Ireland, Kosovo, Central America, Bosnia, Rwanda, Somalia, Croatia, Vietnam, the Iraq/Turkish Border and Afghanistan. As part of the American Refugee Committee, Durant brought food, supplies, medicine and medical expertise to some of the world's bleakest places. In his trademark Red Sox cap, he offered his unique blend of compassion and kindness, helping to soothe the embattled soul and psyche of the dispirited and displaced.

"Tom transported his skill, spirit and incredible sense of humor to the most troubled parts of the globe, bringing hope to people ravaged by war, disease, drought, poverty or politics," says James J. Mongan, MD, president of the MGH. "Tom believed with all his heart that one person can make a difference in the most hopeless places, in the grimmest surroundings. And Tom proved time and again that this was true. He made an enormous difference, and he touched countless lives."

Durant received many awards and accolades through the years, including the Humanitarian Award from the United Nations in 1995 and the Joseph Moakley Award for Distinguished Public Service in 2001. But he never considered himself a hero. When he talked about heroes, he spoke of a nurse who lost both legs in a land mine explosion in Zaire, five firemen who provided drinkable water to a disease-infested village in Rwanda and a buddy who was murdered because he had the courage to stand up to cruelty and injustice. His heroes were simple, dedicated people who marched into the thick of devastation to carry out work that was often horrific, always heart-wrenching and never simple.

Durant seized every opportunity to share word of the horrors he witnessed, spreading his message about the needless suffering that he attributed to man's inhumanity to mankind. He touched countless audiences through disturbing, poignant and humorous

(Continued on Page 2)



MGH launches confidentiality awareness campaign

The MGH is kicking off a campaign promoting patient confidentiality throughout the month of November, reminding employees, staff, patients and visitors about the hospital's patient confidentiality policies. The campaign begins in conjunction with National Health Information Management Week Nov. 4 to 10, which is being recognized with information tables in the Main Corridor and near the Eat Street Café.

Featuring the theme "Caring for Patients while Respecting their Privacy," the campaign will include e-mails, posters, fliers, presentations at hospitalwide meetings, education training sessions and articles in hospital publications. Posters *(at left),* depicting images of various hospital employees, are being distributed this week to show the important responsibility that all employees have — regardless of their individual jobs — to protect patient confidentiality.

"Those of us in the health care field see and hear confidential information every day in our jobs," says Deborah Adair, director of MGH Health Information Management Services. "It sometimes is easy to forget the importance of keeping that information private — particularly in this high-tech age of computers, fax machines and pager systems. It is the responsibility of all staff and employees

(Continued on Page 2)

— Confidentiality

(Continued from Page 1)

to keep patient information confidential. The hospital takes this responsibility very seriously. Violating confidentiality policies can lead to disciplinary action."

Below are key points in keeping patient information safe:

- Keep confidential any information that includes, but is not limited to, the patient's name, medical condition, emotional status, financial situation or other personal information.
- Be careful to access, share or discuss patient information only when it is required for an employee to do his or her job or if a patient has given permission.
- Be mindful of surroundings when discussing patient information. Avoid discussing patients in any public place.
- Keep confidential papers, reports and computer data in a secure place.
- Retrieve confidential papers from fax machines, copiers, mailboxes and conference tables as quickly as possible.
- Use technology such as fax machines, e-mail, cell phones and pagers only to support patient care activities. Do not fax information to attorneys, employers or patients.
- Always tear or shred paper copies of any document containing patient information.

For more information about patient privacy and confidentiality policies, call Adair at (617) 726-2465. ●

—*Thomas S. Durant, MD*

(Continued from Page 1)

accounts of life in one dire situation after another. His volunteerism and selflessness encouraged others to become involved in international relief efforts or in community programs closer to home.

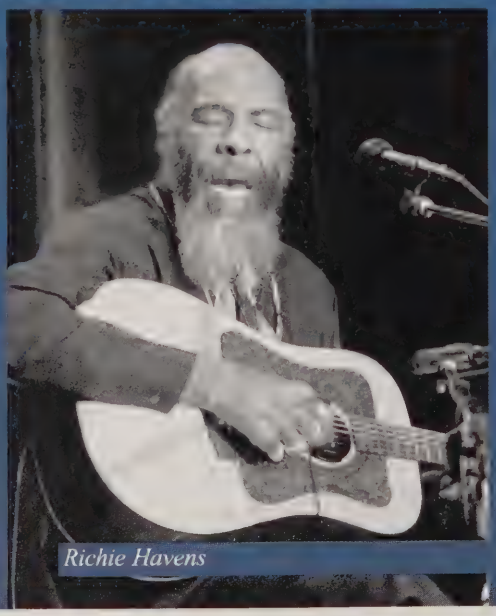
At the MGH, Durant was a familiar and popular presence, never too busy to share a story or tell a joke. Colorful and unconventional, he knew everyone and had something to say to all. Countless people called upon him for advice, referrals and recommendations. He served as a vital link between the medical community and the government, making sure that his friends and contacts in Boston City Hall, the State House and Washington understood the issues facing the MGH and its sister academic medical centers.

A lifelong resident of Dorchester, Mass., Durant graduated from Boston College in 1951 and received his medical degree from Georgetown University in 1955. He completed his training in obstetrics and gynecology at Boston City Hospital. After his service as chief public health adviser in Vietnam, he joined the MGH in 1968 as a clinical gynecologist and also served as assistant director. He remained at the MGH throughout his career. He and his wife, Fredericka, raised three sons: Stephen, a child psychologist at the MGH, Joseph and Sean.

To recognize Durant's far-reaching contributions, to honor his sense of purpose and to sustain his legacy of service to the world, the MGH is establishing the Thomas S. Durant Fellowship in Refugee Medicine. This fellowship will enable health care professionals from the MGH to contribute their services abroad, providing direct care to refugees. Contributions to the fellowship can be sent to: Thomas S. Durant Fellowship in Refugee Medicine, c/o the MGH Development Office, 100 Charles River Plaza, Suite 600, Boston, MA 02114. ●

Schwartz Center dinner heralds compassionate caregiving

Kindness and commitment in patient care were recognized and celebrated at the Kenneth B. Schwartz Center's sixth annual dinner Oct. 24. The center — dedicated to supporting and advancing compassionate health care delivery — was founded by Schwartz, a Boston health care attorney who chronicled his experiences as a patient struggling with lung cancer in a 1995 *Boston Globe Magazine* article. After his death that same year, Schwartz's family, friends and caregivers helped to establish the center as a not-for-profit organization housed at the MGH. The Schwartz Center supports programs and initiatives for clinicians in communication skills, cultural competency, end-of-life and bereavement care and spirituality.



Richie Havens

The dinner featured a film presentation, "The Schwartz Center: Meeting the Spiritual Needs of Patients," and a special musical performance by folk star Richie Havens. A highlight of the evening was the presentation of the 2001 Compassionate Caregiver of the Year Award to Ann-Marie Thomas, MD, a rehabilitation medicine specialist at Spaulding Rehabilitation Hospital.

For more information about the Schwartz Center, visit *www.theschwartzcenter.org.*

Bringing multicultural education to MGH physicians

Joseph Betancourt, MD, recalls a story from his days at New York Presbyterian Hospital-Weill Medical College of Cornell University: Clinicians were perplexed by a patient who always arrived at 9 am for her 3 pm appointments. Betancourt finally asked the woman — who hailed from a small village in Mexico — why she insisted upon coming so early. "Her answer was simple," he remembers. "She showed me a photo of a long line of hundreds of people, waiting to see the one doctor who came to her village. That was all she knew." Once he explained to the patient that she no longer had to wait so long for appointments, she understood and was relieved.

That experience confirmed an important lesson Betancourt had learned early in his career as a physician caring for patients of various races, cultures and ethnic backgrounds: communication is key. This simple concept grew into a philosophy that Betancourt now uses as he develops a curriculum to help MGH physicians better appreciate the importance of understanding patients' diverse cultures and backgrounds.

A bilingual physician of Puerto Rican descent, Betancourt was recruited to serve as senior scientist at the MGH Institute of Health Professions and head the Multicultural Education Program of the MGH Multicultural Affairs Office (MAO). He also will establish a clinical practice for Spanish-speaking patients at the hospital. Betancourt brings with him a background in health policy research that focuses on health care for minorities. His research has explored the root causes for racial and ethnic disparities in health care and has delved into incorporating cultural sensitivity into patient care as both a health policy initiative and a measure of quality of care.

Betancourt

Currently, Betancourt is working with a group of MGH physicians to develop a hospitalwide program that will train physicians in culturally competent care. Such care considers factors including the cultural aspects of communication and decision-making, spirituality, cultural traditions and customs, linguistic needs and health beliefs.

The program is building on a curriculum Betancourt and his colleagues developed at Cornell that adds to the successful initiative started by MGH Patient Care Services (PCS). PCS established the first culturally competent care training program at the MGH in 1999. The MAO program will focus on a curriculum specifically designed for MGH residents, medical students and physicians.

So far, Betancourt and his MGH colleagues have developed a survey to help internal medicine residents identify the barriers they face in caring for minority patients — obstacles such as language, beliefs about medication use and misunderstandings of the health care system. The group also has developed a training session for resident preceptors (attending physicians who teach interns and residents) in culturally competent care. Additional components of the program will be introduced later in the fall.

"The MGH is an opinion leader, and it is exciting to pioneer this program here," says Betancourt. "There are only half a dozen such programs in the country, and the MGH is taking a leadership role to respond to patient needs locally, nationally and internationally. It's an exciting way to live up to the tradition of excellence at the MGH." ●

MGH commemorates Latino Heritage Month

With a colorful blend of education, history, music and cuisine, the MGH honored the past, present and future of the Latino culture in a multifaceted celebration Oct. 26.

The day featured a series of presentations in the Walcott Conference Rooms. Ernesto Gonzalez, MD, of MGH Dermatology, associate director of the MGH Multicultural Affairs Office (MAO) and founding director of the MGH Hispanic Medical Students Mentorship Program, discussed "The Changing Face of the MGH and its Impact on the Latino Population." Carmen Vega-Barachowitz, MS, CCC-SLP, director of MGH Speech and Language Pathology, presented "Behind The Word 'Latino': A Historical Perspective on Latino Heritage Month." Joseph Betancourt, MD, MPH, senior scientist at the MGH Institute for Health Policy and MAO program director for multicultural education *(see story above)*, addressed "Emerging Issues in Latino Health."

The presentations were followed by a reception in the Bulfinch Tent. MGHers danced to the Latino music of local band Mango Blue, and sampled a variety of foods from throughout Latin America.

The celebration was co-sponsored by MGH Human Resources and the MGH Employee Latino Heritage Planning Committee. The committee, comprised of employees from various MGH departments, joined together specifically to plan the first-time event.

Vega-Barachowitz and Gonzalez enjoy the festivities.

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MGH HOTLINE

WHAT'S HAPPENING

MGH DMAT team photo display
The MGH Disaster Medical Assistance (DMAT) team shares their experiences at Ground Zero with a photo display in the Ether Dome Museum Gallery on Bulfinch 4. The display is open to the MGH community and public from 6 am to 8 pm daily through Nov. 30.

Presentation on patient care after Sept. 11
MGHers are invited to attend a special presentation, "Cultural Conflict, Patriotism and Professionalism: Caring for Patients and Each Other After Sept. 11," Nov. 14, from 4:30 to 6 pm in the Walcott Conference Room on WACC 1. Refreshments will be provided. For more information, call (617) 724-4136, ext. 4, or send e-mail to *mgirotto@partners.org*.

EAP Work/Life seminar
The MGH Employee Assistance Program (EAP) will sponsor a Work/Life seminar, "Raising Emotionally Healthy Boys," Nov. 8, from noon to 1 pm in the Wellman Conference Room. The seminar will address methods of facilitating emotional health in pre-adolescent and adolescent boys. For more information, contact the EAP at (617) 726-6976.

North End Children's Center preschool program
The North End Children's Center, which joined the Partners system in 1999, currently is accepting children 33 months of age and older for preschool placement. For more information, call Tim Clifford at (617) 725-0396.

MGH Burn Center tribute and benefit
Rock-and-Roll Hall of Fame musician Solomon Burke will perform at a benefit concert in honor of Newton firefighter Ray McNamara, Nov. 19, 6 pm at The Roxy club at 279 Tremont St. in Boston. McNamara, who was badly injured in a 1993 explosion and treated at the MGH, will join Burke on stage for a special performance. Tickets are $50 for patron attendees and $100 for donors. All net proceeds will benefit the Sumner Redstone Burn Center at the MGH. Checks and money orders — made payable to the Ray Mac-MGH Benefit Concert — should be mailed to 600 Atlantic Ave., Suite 1200, Boston, MA 02210. For more information, contact Dan Rabinovitz at (617) 371-1000.

Eating disorders symposium
The MGH Neuroendocrine Unit will host a fall symposium, "Eating Disorders: A Multidisciplinary Update," Nov. 9, from 9 am to 1 pm in the O'Keeffe Auditorium. Topics will include "Primary Care Perspectives on Patients with Eating Disorders," "Nutritional Counseling and Eating Disorders" and "A Patient's View." Space is limited. For more information or to register, call Nila Misra at (617) 726-1427.

CCFA support group
The Crohn's and Colitis Foundation of America (CCFA) hosts a support group at the MGH for people suffering from Crohn's disease, ulcerative colitis or inflammatory bowel disease. The group's next meeting will be held Nov. 20, 6:30 pm in the Isselbacher Library on Blake 4. For more information, contact Carrie Potoff at (617) 416-4595.

MassGeneral Hospital for Children patients celebrate Halloween

Ghosts, ghouls and giggles abounded as MassGeneral Hospital for Children celebrated Halloween. Pediatric patients and caregivers enjoyed a spectacularly spooky haunted house Oct. 25 on Ellison 18. The haunted house featured a frightfully fun display of witches and monsters, convincingly portrayed by employees and staff. On Halloween day, patients trick-or-treated throughout the hospital, making their way in costume from Ellison 17 and 18 to locations including the MGH General Store and the MGH Cancer Resource Room.

From left, trick-or-treaters Celie and Ashley MacGregor dressed up in their scary best.

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MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
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November 9, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Compassion in action: United Way helps patients

The United Way is well known for bringing hope and help to needy individuals in Boston and its surrounding areas. Just as the MGH United Way campaign kicks into high gear, programs are under way that highlight the importance of United Way funding not only in the community, but also at the MGH itself.

While the MGH United Way campaign sets a fundraising goal each year — the 2001 campaign target is $225,000 — a percentage of all monies raised beyond the goal goes directly back to the hospital. "Some of our patients have needs that cannot be addressed by the community," explains Evelyn

From left, Debbie Lavandier and Gina Climo, both of MGH Human Resources, staff the United Way information table in the Main Corridor.

Bonander, MSW, director of MGH Social Services. "Here at the MGH, we make use of several programs that benefit from the United Way and its affiliated agencies to assist those patients."

The MGH channels United Way monies into initiatives such as providing affordable lodging and transportation for out-of-town patients' families; offering specialized summer camps for pediatric patients; gathering sweat suits and socks for the homeless; and assisting patients and families with rent, utilities and food when in desperate situations.

A new and inspiring example of United Way funds put into compassionate action is the Inpatient

(Continued on Page 3)

Helping hands: MGH caregivers reach out to Boston's homeless

On a daily basis, MGH caregivers treat acutely ill and suffering patients in a variety of circumstances and settings. A team of MGH clinicians has taken their efforts in a different direction: they provide medical care and comfort to Boston's homeless population.

The MGH Homeless Clinic, created in 1988 and operating through the MGH Medical Walk-In Unit, is one of three hospital-based primary care centers for the homeless throughout the city. The clinic was formed under the umbrella of the Boston Health Care for the Homeless Program (BHCHP), which was founded in 1985 for the express purpose of delivering health care to homeless individuals and families.

The MGH team — led by director Michael F. Bierer, MD, MPH, and extensively supported by the entire Medical Walk-In Unit staff — is comprised of Nancy Bryant, RN, unit nurse leader; Caroline Melia, RN, BHCHP nurse liaison; Veronica Miletsky, LMHC; Joseph Rampulla, RNP, CAS, nurse practitioner; and Carol Waldmann, MD.

Five days per week, the caregivers see adult patients who have been or currently are homeless. The street outreach team also makes regular trips to community shelters and other locations, such as Mousey Park — a small enclave near the hospital frequented by the homeless — appraising any need for treatment and escorting patients to the MGH if necessary. A psychiatry fellow specializing in addiction services works in the clinic one day each week, treating patients who have been dually diagnosed with physical and mental disorders, including substance

(Continued on Page 2)

From left, Bryant, Nancy Doyle of the Medical Walk-In Unit, Bierer, Rampulla and Waldmann in Mousey Park.

— MGH caregivers reach out to Boston's homeless

(Continued from Page 1)

abuse. A social worker also is regularly on hand to provide individual counseling. A member of the street outreach team is on call at all times, in the event that a seriously ill homeless patient needs additional services. The team, operating as part of the larger BHCHP, receives additional support from MGH Community Benefits, Pharmacy, Social Services and Administration.

"The main purpose of this program is to provide continuity of care for patients who might not have a continuous lifestyle," explains Waldmann. "We help them to negotiate the system, in addition to receiving necessary medical treatment." Rampulla recalls his first impression of the program as a student at the MGH 12 years ago: "I was touched and inspired by the plight of the people we saw coming here, and I thought, 'This is what I want to do.'"

Bierer echoes that sentiment. The first person hired under a subcontract to launch the MGH homeless clinic, he has dedicated his career to ensuring that Boston's neediest patients are treated with the same compassion, professionalism and thoroughness afforded to the general population. "Equity in health care is something I strongly believe in," he says.

In addition to launching the clinic, Bierer has developed complementary programs such as a shoe bank and a job search service for the homeless in Human Resources. He also instituted an ambulatory detoxification service in the Medical Walk-In Unit and started the MGH Committee on Homeless Programs. Last month, Bierer received the 2001 Harvard Medical School Dean's Community Service Award for his efforts.

"It has been a rich and rewarding experience, finding ways to incorporate this program into the hospital," Bierer says. "I get to work with great people every single day — both the patients and my peers."

For more information about the Boston Health Care for the Homeless Program at the MGH, call (617) 726-2707. ●

Vincent symposium offers women's health information

The 18th annual MGH Vincent Medical Symposium, an educational forum dedicated to women's health issues, was held Oct. 22 and attracted more than 100 guests. Co-sponsored by the Vincent Club and Vincent Hospital Board of Managers, the program was moderated by Isaac Schiff, MD, chief of the MGH Vincent Obstetrics and Gynecology Service. Topics included the impact of epidural anesthesia on mother and baby; long-term illness and its effects on the dynamics of family life; and skin conditions associated with hormonal imbalance.

From left, Fredric Frigoletto, MD, chief of MGH Vincent Obstetrics; Laura Riley, MD, director of the Obstetrics Infectious Disease Unit; Linda Stikeleather, president of the Vincent Club; Pat States, past president of the Vincent Hospital Board of Trustees; Joan Gallagher, EdD, RNCS, AOCN, Gynecologic Oncology nurse specialist; Jane Batchelder, president of the Vincent Board of Managers; and Isaac Schiff, MD, chief of the MGH Vincent Obstetrics and Gynecology Service.

Changes in leadership at Partners institutions

Major changes in leadership at two Partners HealthCare institutions recently were announced: Jeffrey Otten, president of BWH, announced that he is stepping down from his position, and North Shore Medical Center (NSMC) announced the selection of Robert G. Norton as its new president.

Otten began his tenure at BWH in 1993 and led the hospital to establish key affiliations with Faulkner Hospital and Harvard Vanguard Medical Associates. He also led the creation of the hospital's physician organization and a partnership with Cape Cod Hospital for a successful community cardiac surgery bid.

"Jeff's shoes will be very tough to fill," says Samuel O. Thier, MD, president and CEO of Partners. "His entire tenure has coincided with a decade that has been marked by turbulence and extreme challenges for health care providers. Thanks to Jeff, Brigham and Women's not only has weathered the storm but has emerged better, stronger and more committed than ever to its critical missions."

Otten plans to move to the private sector and pursue a career in the biotech industry but will remain active in BWH fundraising activities.

Norton will begin his new position as president of NSMC in January, working closely with Gary Gottlieb, MD, the hospital's current president, to effectively transition the leadership of the organization.

Norton has served as president and CEO of Shands Jacksonville Medical Center in Florida since 1998. Previously, his career was spent in Boston as executive vice president at Beth Israel-Deaconess Medical Center from 1996 to1998 and as president of New England Deaconess Hospital from 1995 to 1996. He also was a senior vice president at New England Baptist Hospital from 1991 to 1994. ●

— United Way helps patients

(Continued from Page 1)

Emergency Food Pack Program at the MGH, which began in October. A collaboration between MGH Social Services and Nutrition and Food Services, the program provides a sufficient weekend food supply for elderly or disabled patients — living alone and demonstrating financial need — after they are are discharged from the hospital. Each patient is sent home with a food pack, including nutritious, easy-to-prepare foods that accommodates the limitations of a person going home after an extended hospital stay. Patients also are referred to other home-based programs, such as Partners Home Care and Meals on Wheels. "This program is a vital resource for patients who may have no one else to turn to at a time when they are very vulnerable," says Bonander. "In this case, United Way funding helped to turn an idea into an important reality."

The MGH United Way campaign will run through Nov. 16. To obtain pledge cards or receive more information about making a donation, contact your department representative or visit *www.mgh.harvard.edu/pubaffairs/UnitedWay/uwhome.htm.*

Memorial service for pediatric patients

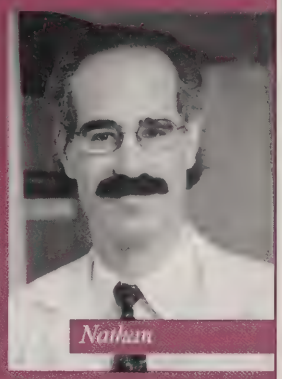
Families, friends and caregivers of MGH pediatric patients gathered for the 10th annual Pediatric, Neonatal and Obstetric Memorial Service Nov. 4. The special ceremony was sponsored by MassGeneral Hospital for Children's Comfort and Support After Loss bereavement team.

The event is meant to provide comfort and support to those who have experienced the death of a child. In remembrance of those they lost, families who attended received decorated candles and pewter heart keepsakes. The service included poetry readings by family members, presentations by MGH staff, and musical performances by the St. Florence Choir and the Wakefield Repertory Theatre.

Fredda Zuckerman, MSW, LICSW, coordinator of the event, in front of the Remembrance Wall.

MGH Diabetes Center offers information, conducts research

More than 16 million people in the United States suffer from some form of diabetes; however, only about 11 million are diagnosed. Diabetes is the main cause of kidney failure, limb amputations and new-onset blindness in adults and also is a major cause of heart disease and stroke. To promote awareness about this chronic disease and offer information to the MGH community, the MGH Diabetes Center is recognizing November as National Diabetes Awareness Month with a special seminar by David Nathan, MD, director of the center, along with other activities.



Nathan

Nathan's talk, "Diabetes: The Good, the Bad and the Hopeful," will be held Nov. 28, noon to 1 pm in the O'Keeffe Auditorium. The seminar will focus on the reasons for the increase of diabetes, as well as promising research and treatments for the disease. In addition, MGH Diabetes Center staff will host an information table in the Main Corridor Nov. 13, 8 am to 1 pm, and Nov. 19, 11 am to 4 pm.

The MGH Diabetes Center is one of the largest and oldest clinical and academic centers dedicated to the treatment and investigation of diabetes and its complications.

Most recently, the center spearheaded a nationwide, multi-center clinical trial called the Diabetes Prevention Program (DPP), which discovered that at least 10 million Americans at high risk for type 2 diabetes can sharply lower their chances of getting the disease with diet and exercise.

The DPP found that a medication used to treat diabetes also was effective in lowering the risk for the disease. On the advice of the DPP's external data monitoring board, the trial ended a year early because the data clearly had answered the main research questions.

"Every year a person can live free of diabetes means an added year of life free of the suffering, disability and the medical costs incurred by this disease," says Nathan, who was the national chair of the DPP study.

The MGH Diabetes Center currently is conducting two other research studies aimed at patients with type 2 diabetes. One study is evaluating whether weight loss can improve the long-term health of diabetics who are overweight. The other is studying whether a diabetes medication can reduce the risk of heart disease in patients who use insulin. For more information about these studies and other center programs, call (617) 726-1847.

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MGH HOTLINE

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WHAT'S HAPPENING

Interfaith memorial service
MGH Chaplaincy will offer an interfaith memorial service of prayer, song, readings and reflection focused on the Sept. 11 tragedy, Nov. 13, at noon in the MGH Chapel. A light lunch will be provided after the service with Kosher and Halal meals available. For more information, call (617) 726-2220.

MGH Senior Health Family-Caregiver Support Program
The MGH Senior Health Family-Caregiver Support Program will sponsor "A Guide to Emotional Survival When You're Caring for Someone You Love," presented by Avrene L. Brandt, PhD, author of "Caregiver's Reprieve," Dec. 3 in the Walcott Conference Rooms on WACC 1. Refreshments will be served at 5 pm, and the program will be held from 5:30 to 7 pm. A book signing and discussion will follow. Seating is limited, and registration is recommended. To register, call (617) 724-6756.

Presentation on IRB issues
The MGH Clinical Research Program and the Human Research Committee Internal Review Board (IRB) will sponsor "IRB Issues for the Bench and Desk Scientist" Nov. 19, from 4 to 5 pm in the O'Keeffe Auditorium. The presentation will be given by Libby Hohmann, MD, chair and director of Partners' IRBs. Topics will include IRB exemptions, expedited reviews, waivers of consent and confidentiality precautions. Registration is recommended. For more information, call (617) 726-1669. To register, visit *www.crnet.mgh.harvard.edu.*

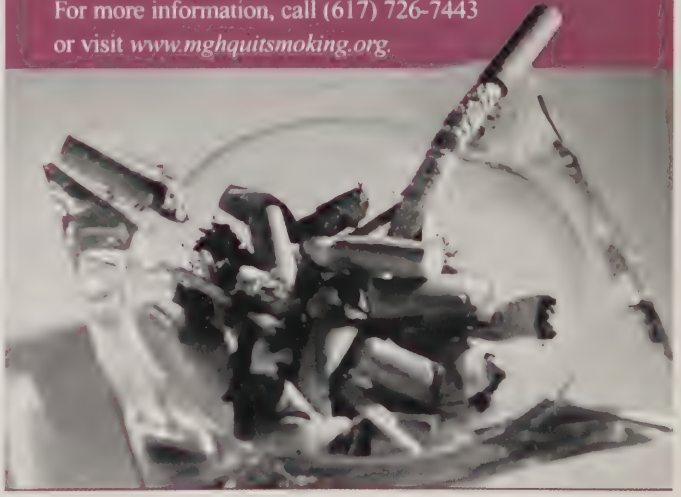
MGH caregiver educational offerings
The MGH Center for Clinical and Professional Development will offer several classes throughout the month of November. "Caregiver Skills for the New Millennium" will be held Nov. 16, from 8 am to 4:30 pm at 185 Charles River Plaza. The program is designed to promote organizational and professional excellence in today's health care environment. "Advances in the Management of the Poly-traumatized Patient," a two-day program, will be held Nov. 29, from 8:30 am to 5:30 pm, and Nov. 30, from 7:30 am to 4 pm. Both sessions will be held at 185 Charles River Plaza. The program will address the continuum of care from resuscitation through critical illness phases of recovery. Pre-registration for all classes is recommended. For more information or to register, call (617) 726-3111.

Longwood Symphony Orchestra benefit concert
The Longwood Symphony Orchestra, "the orchestra of Boston's medical community," will perform a concert Dec. 1, at 8 pm at Jordan Hall. Proceeds will benefit The Hospitality Program, which provides free or low-cost housing in volunteer host homes to the families of patients receiving medical care at Boston hospitals. The program will feature a performance by guest pianist Judith Gordon and will be hosted by Richard Knisely of WGBH's "Classical Performances." Tickets are $10 for students and seniors and $20 for all others. For more information or to purchase tickets, call (617) 332-7011.

Luncheon for senior women faculty
The MGH Office for Women's Careers will sponsor its first networking luncheon for senior women faculty Dec. 7, from noon to 1 pm in Bulfinch 222. The event is an opportunity for senior women faculty members to meet, network and improve the quality of community and collaboration. To register, call Rebecca Starr at (617) 724-6493 or send e-mail to *rstarr@partners.org.*

25th Annual Great American Smokeout

MGH employees and staff are invited to participate in the 25th annual Great American Smokeout Nov. 15. The MGH Quit Smoking Service and MGH health centers will offer advice, encouragement and education to assist smokers in quitting or smoking less. MGHers can stop by an information table in the Main Corridor from 9:30 am to 2:30 pm to pick up a "Quit Kit" and other materials. For more information, call (617) 726-7443 or visit *www.mghquitsmoking.org.*



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100 Charles River Plaza, Suite 600
Boston, MA 02114.
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MGH Hotline is published weekly by the MGH Public Affairs Office.
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November 16 to 29, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

First patient treated at new MGH proton therapy center

A long-awaited moment finally arrived last week: The MGH's Northeast Proton Therapy Center (NPTC) treated its first patient Nov. 8 in what MGH physicians have called "a very successful procedure." As one of only two hospital-based proton therapy centers in the world, the NPTC features the most advanced technology of its kind. It delivers highly targeted, precise radiation therapy to patients with tumors or other problems in areas requiring special protection.

The patient, Jonathan Barres, 51, of Stonington, Conn., was diagnosed in August with a benign tumor in the base of his skull. Surgeons at New England Medical Center could remove only a small part of the tumor. Radiation treatment would be needed to eradicate the rest of the tumor without causing damage to his brain. To limit the impact on his eye and cognitive abilities, Barres' physicians recommended that he be treated with proton therapy.

"This is a spectacular day in the history of the hospital and for Partners HealthCare, one that will have a wide range of implications for treating patients with cancer," says Jay Loeffler, MD, director of the NPTC and chief of MGH Radiation Oncology. "We are delighted to have this state-of-the-art facility specifically designed for complicated patient care. Countless individuals have worked tirelessly to achieve this important step in cancer treatment and research at the MGH."

Proton therapy takes advantage of a specific property of the positively charged atomic particles called protons. When traveling through tissue, protons release most of their energy in a concentrated burst near the end of their range. This allows the power of the proton beam to be focused extremely precisely, with an accuracy of 0.5 millimeters, sparing surrounding structures. In contrast, standard

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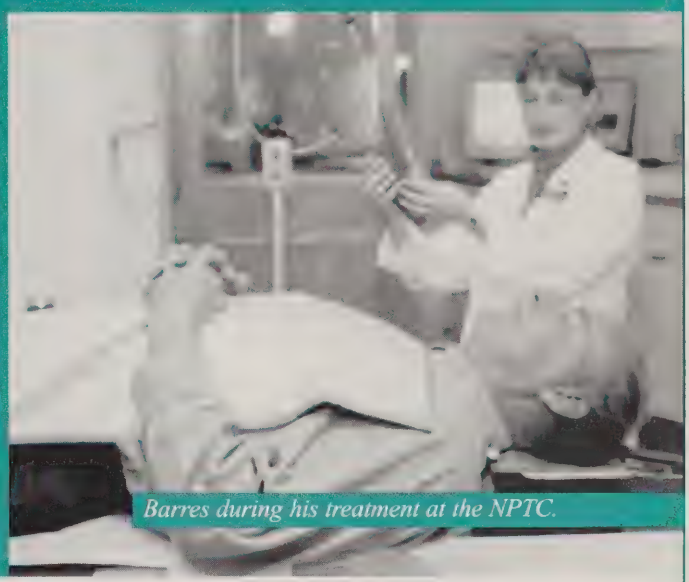


Barres during his treatment at the NPTC.

Unnecessary prescriptions of Cipro discouraged at the MGH

The events of Sept. 11 have left an indelible mark on people throughout the country and also have left many doubting their own personal safety and security. The daily reports of the threat of bioterrorism and of anthrax infections in particular make many individuals feel vulnerable. Leaders at the MGH — including experts from MGH Pharmacy and Infection Control — are encouraging employees to keep these risks in perspective.

According to the Centers for Disease Control and Prevention (CDC), there have been 22 confirmed cases of anthrax exposure in the United States during the past two months. The people exposed lived or worked in New York City, New Jersey, Washington and Florida. More than 300 buildings have been tested for the presence of anthrax, and more than 32,000 people have been placed on antibiotics — usually Ciprofloxacin, also called Cipro — as a precautionary measure.

According to Harold Demonaco, MS, director of MGH Drug Therapy Management, these individuals were placed on Cipro because they may have been exposed to anthrax. The bacteria — technically, the spores — were found in their workplace. The use of antibiotics in this way, called prophylaxis, is justified only when the risks of taking drugs like Cipro are less than the risks of contracting the disease itself.

"Many people have asked about getting their own supply of Cipro just in case something happens," says Demonaco. "In fact, it looks like many hospital employees have done just that. Partners employee prescriptions for Cipro have increased from about one per day to 40 per day."

According to Demonaco, the increase in Cipro prescriptions at the MGH contributes to the following problems:

- Cipro belongs to a group of antibiotics called quinolones. While the MGH does not use Cipro for inpatients, clinicians do use another quinolone called Levaquin to treat patients with serious infections. Bacteria can build up a resistance to any antibiotics if the drugs are used too often. The increase in Cipro prescriptions may make bacteria resistant to Levaquin, which in turn could bring harm to patients. Overuse of Cipro also could make the anthrax bacteria resistant as well.

(Continued on Page 3)

— First patient treated at new MGH proton therapy center

(Continued from Page 1)

x-ray radiation therapy delivers a steady dose of radiation as it passes through tissue, including areas in front of and behind the target. Because the energy delivered by proton therapy is so carefully controlled, a much higher dose can be safely delivered to a tumor than is possible with standard radiation therapy.

Producing the proton beam requires a cyclotron, a machine that accelerates subatomic particles nearly to the speed of light. The Harvard Cyclotron Laboratory (HCL) in Cambridge, one of the world's first such facilities, was built in the 1940s for research in nuclear physics. MGH physicians — along with their colleagues from Massachusetts Eye and Ear Infirmary and physicists from HCL — have used the Harvard facility to treat more than 9,000 patients for benign and malignant conditions since 1961.

The HCL has several limitations for patient treatment, however. Its relatively low power beam can treat only those tumors close to the body's surface, and its beam has a fixed position, so that aiming it at the most effective angle for treatment is difficult and sometimes impossible. In addition, HCL can treat only 20 patients per day.

Located on Fruit Street across from the Clinics Building, the NPTC facility features a high-power cyclotron, producing beams that can be moved to treat any site on the body. With three treatment rooms — two with movable gantries and one designed for the treatment of eye tumors — the center eventually will be able to treat more than 65 patients a day. The center's location allows for a full range of medical and support services for both inpatients and outpatients. The NPTC was constructed with funding from the National Cancer Institute and the MGH, including philanthropic support. Treatment at HCL will be phased out during the next six months as operations are transferred to the NPTC. ●

Legislator discusses interpreter services

The Association of Multicultural Members of Partners was treated to an in-depth discussion about the importance of foreign language interpreter services in hospital emergency rooms at a special presentation Nov. 6. State representative Jarrett Barrios — chief sponsor of the Massachusetts Emergency Room Interpreter Bill — explained the reasoning and relevance of the law, which was passed in April 2000 and went into effect in July 2001.

Barrios

"This bill provides for a standard of competent interpreter services in our hospital emergency rooms," Barrios said. "Each hospital knows its own patient population best and recognizes the importance of having someone on staff who can speak the most prevalent languages." The new law requires that all hospitals use interpreter services when treating non-English speakers in their emergency rooms and through their acute psychiatric services.

Hospitals base their interpreter systems on the volume and diversity of the language groups they serve. The bill also includes provisions requiring that all state medical care payers, such as Medicaid, must reimburse hospitals for their interpreter costs.

The bill seeks to identify medical interpreters as professionals who require specific training in medical terminology and ethics, as well as a solid grasp of a particular foreign language. Massachusetts is one of only two states in the United States to have such a law in place.

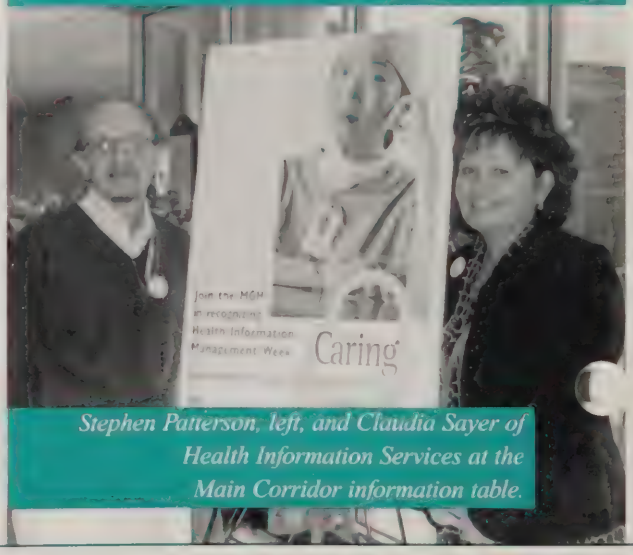
Patricia Rowell, director of MGH Volunteer and Interpreter Services, encourages MGH employees, patients and visitors to contact the department with questions related to interpreter services. "We're very proud of our staff and on-call interpreters," she says. "All of our interpreters are comprehensively tested. We've made our standard a top one."

For more information about MGH Interpreter Services, call (617) 726-6966. ●

Keeping it confidential

The MGH launched a campaign promoting patient confidentiality last week, reminding employees, staff, patients and visitors about the hospital's patient confidentiality policies. The campaign was highlighted during National Health Information Management Week Nov. 4 to 10, which was recognized with information tables in the Main Corridor and near the Eat Street Café.

Featuring the theme "Caring for Patients While Respecting Their Privacy," the campaign includes e-mails, posters, fliers, presentations at hospitalwide meetings, education training sessions and articles in hospital publications. For more information, visit *http://is.partners.org/hr/affiliates/mgh/.*



Stephen Patterson, left, and Claudia Sayer of Health Information Services at the Main Corridor information table.

Furniture gurus visit MGH

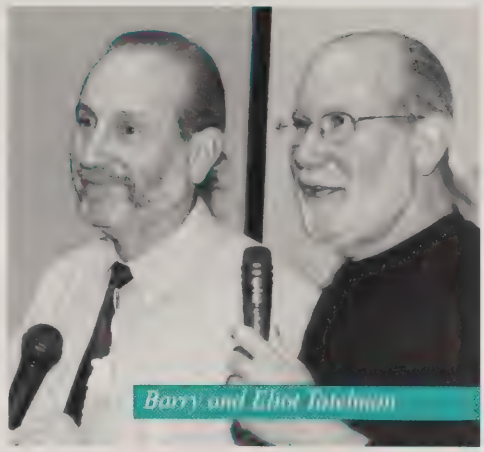
What does selling furniture have in common with providing health care? Nothing, it would seem. But when furniture icons Barry and Eliot Tatelman of Jordan's Furniture came to the hospital Nov. 12, they shared a common business philosophy with MGHers: Customer service is key to success.

The Tatelman brothers — who have become local celebrities, well-known for their quirky television commercials and unorthodox business practices — came to the MGH to share their vision of success at the Customer Service Roundtable. Their presentation included a video synopsis of their best commercials and an interactive session with the audience complete with prizes for audience members who correctly answered questions.

The Tatelmans said that their success starts with their employees. "We try to show our employees that we appreciate what they do," Barry Tatelman. "We want them to feel special. If they are excited about their jobs and can have some fun, then that translates to a better experience for our customers."

Another simple tip for good customer service that the Tatelmans shared is to go beyond what people expect — even in a small way. Citing the neon pink painted lines in the Jordan's parking lot, replacing the traditional yellow, Eliot Tatelman said that small details can make a big difference to a customer — or a patient. "It's important to think outside the box, even in small ways," he said. "It's the little things that make people feel good."

Held five times a year, the Customer Service Roundtable is a forum for MGH managers and staff to share ideas and best practices on good customer service. For more information about the Customer Service Roundtable, call (617) 724-0203. ●



Barry and Eliot Tatelman

— Unnecessary prescriptions of Cipro discouraged

(Continued from Page 1)

- Cipro has side effects, and some of them are serious. The CDC reported that 19 percent — almost one out of every five people — of those who took Cipro for possible anthrax exposure developed such side effects as rash and itching, swelling of the neck or difficult breathing.
- Antibiotics are in short supply. Hoarding Cipro can keep others who really need the antibiotic from getting it. The hospital does have other antibiotics to treat anthrax but risks running low if Cipro or any other antibiotics are overprescribed.

"As employees of the MGH, we have a special opportunity to help our families, friends and neighbors deal with the threat of bioterrorism," says Demonaco. "All MGH clinicians have been asked not to give their patients — including employees — prescriptions for Cipro or any other drug unless absolutely necessary."

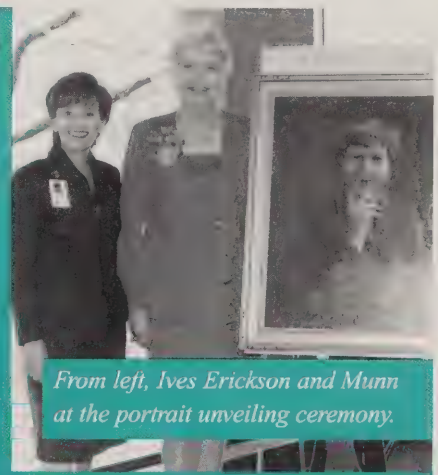
For more information about Cipro and other antibiotics, call Meg Clapp in MGH Pharmacy at (617) 726-2513 or visit *www.cdc.gov.* ●

Munn program recognizes excellence in nursing research

The MGH Department of Nursing celebrated advancement and achievement in nursing research at the eighth annual Yvonne L. Munn, RN, Lecture Nov. 7. The lecture, entitled "Nurses Improving Care of the Health Services Elderly," was presented by Terry Fulmer, RN, PhD, FAAN, of the division of nursing at New York University.

The program also included the dedication of a portrait honoring Munn, the former associate general director of nursing at the MGH who retired in 1993, and the presentation of the Munn Nursing Research Awards. This year's award recipients — members of the MGH clinical nursing staff whose research proposals were recognized for excellence by the MGH Center for Clinical and Professional Development — are Susan Gavaghan, RN, MSN, for her study "Prolonged Mechanical Ventilation and Weaning: A Patient Profile," and Patricia Mian, RN, MS, CS; Debbianne Shahidi, RN, BSN; Susan Warchall, RN; and Susan Whitney, RN, BS, for their study "Family Presence During Resuscitation in the Emergency Department."

At the portrait unveiling ceremony, Jeanette Ives Erickson, RN, MS, senior vice president for MGH Patient Care Services and chief nurse, paid tribute to Munn, who also was in attendance. "While a leader at the MGH, Yvonne created a framework to guide clinical nursing practice into the 21st century," she said. "Thank you, Yvonne, for everything you did to make the MGH Department of Nursing the great department it is today."



From left, Ives Erickson and Munn at the portrait unveiling ceremony.

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MGH HOTLINE

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WHAT'S HAPPENING

Partners in Excellence Awards

MGHers are invited to join MGH and Partners administration and other colleagues in congratulating the recipients of the 2001 Partners in Excellence Awards Dec. 7, at 4 pm in the WACC Lobby.

Blood Donor Center events

The MGH Blood Donor Center will host two events this month. Donors will be treated to a Ben and Jerry's ice cream sundae bar Nov. 27 and will receive free Mary Kay cosmetics packets Nov. 29. The center is located in the Gray Lobby. For more information, call (617) 726-8171.

Conflicts of interest presentation

The MGH Clinical Research Program and the Human Research Committee Institutional Review Board will sponsor "More Than You Ever Wanted to Know about Conflicts of Interest — Legal Requirements and Institutional Policy," Nov. 28, from 4 to 5 pm in the O'Keeffe Auditorium. Christopher Clark, of the Partners Office of the General Counsel, will provide an overview of conflict-of-interest issues. To register, visit *www.cmet.mgh.harvard. edu* or call (617) 726-1669.

William Gange lecture and symposium

The Wellman Laboratories of Photomedicine will sponsor a symposium in honor of the 10th annual William Gange Lecture, Nov. 27, from 4 to 7 pm in the Wellman Conference Room. Speakers will include John A. Parrish, MD, chief of MGH Dermatology.

"May I Help You?" information table

The MGH "May I Help You?" program, which supports employees in their efforts to make the hospital more patient — and visitor-friendly, will host an information table Nov. 27, from 11 am to 1 pm outside the Eat Street Café.

United Way campaign extended

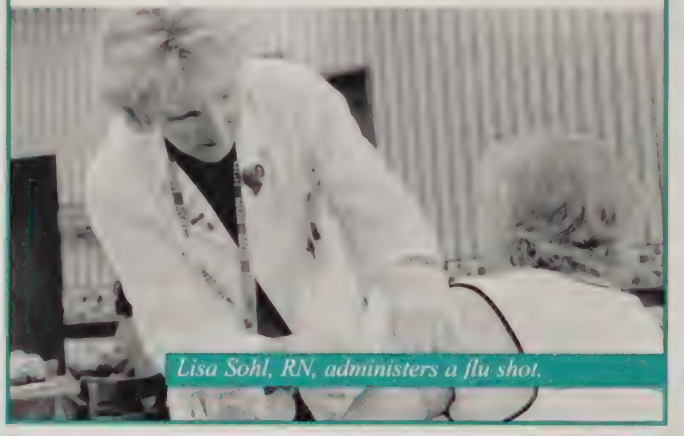
The 2001 MGH United Way campaign has been extended through Nov. 23. For more information, contact your department representative or visit *www.mgh.harvard.edu/pubaffairs/UnitedWay/UWhome.htm.*

MGH Backup Child Care Center vacation club

The MGH Backup Child Care Center will offer a vacation club Dec. 24 through Dec. 28, from 7:30 am to 6 pm. The center will be closed Christmas Day. The club is open to children 6 to 12 years of age who have completed kindergarten and will include activities such as a pizza party, scavenger hunt and ice skating. For more information or to register, call the center at (617) 724-8414.

MGHers help fight the flu

With flu season under way, a group of MGH clinical nurse specialists administered flu vaccines to members of the West End senior community Nov. 6 and 7. The West End flu clinic provided vaccinations to nearly 100 elderly and disabled residents. The program was a collaboration between MGH Nursing, Pharmacy, Community Benefits, and Volunteer and Interpreter Services.



Lisa Sohl, RN, administers a flu shot.

The next issue of *Hotline* will be published Nov. 30. Happy Thanksgiving!

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In memoriam

Marci Christensen, RN, an employee at the MGH since 1976, died Nov. 11. A graduate of the MGH School of Nursing, Christensen began her career at the MGH in the Medical Intensive Care Unit before serving as a research and staff nurse in the Gastroenterology/Endoscopy Unit. A memorial service was held in the MGH Chapel Nov. 16.

November 30, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

MGH Charlestown HealthCare Center to renovate

Early next year, renovations are expected to begin on the MGH Charlestown HealthCare Center, transforming the interior of the building into a new and improved facility for treating patients from Charlestown and its surrounding communities.

The health center recently signed a 15-year lease renewal on the building — which is owned by the city of Boston — with the understanding that significant renovations would be performed to maintain the facility, update its systems and protect the integrity of the historic structure. Located at 73 High St. in Charlestown, the building was erected in 1927. The lease renewal negotiations and renovations agreement were coordinated by Partners Real Estate and by Bob Fleming, director of the City of Boston Trust Office, representing Boston Mayor Thomas Menino.

The MGH has committed $2.5 million toward the renovation of the health center, which has been affiliated with the hospital since 1968. Reviewed by the Charlestown Neighborhood Council and a subcommittee of the health center's Community Advisory Board, the renovation plans include installing a new sprinkler system, improving heating and ventilation systems and relocating and updating current radiology capabilities with state-of-the-art digital radiography equipment. Significant changes to the lobby area and to the adult primary care space on the first

(Continued on Page 2)

MGH Charlestown

From left, Redstone with TV and radio personality David Brudnoy

Delinsky

Helping through holiday shopping: *Annual FAO Schwarz fundraiser*

Holiday shopping at the FAO Schwarz Toy Store in Boston took on a new twist as the Friends of the MGH Cancer Center hosted their annual fundraising event at the store Nov. 15. Set to an All-American theme, the evening included a silent auction, featuring an autographed edition of the popular children's novel *Harry Potter and the Goblet of Fire.* More than 600 guests participated in the night's festivities, which also included an "all-American buffet" and holiday shopping for toys, games and books personally signed by visiting authors. The event is expected to raise a net profit of more than $260,000.

Several noted authors also were on hand to support the MGH. Sumner Redstone, chairman and CEO of Viacom, was in attendance to sign copies of his autobiography *A Passion to Win.* Author Barbara Delinsky signed her latest work, *Uplift: Secrets from the Sisterhood of Breast Cancer Survivors.* All proceeds from the evening's book sales benefited the MGH.

For more information about the Friends of the MGH Cancer Center, call (617) 726-1063.

— MGH Charlestown HealthCare Center

(Continued from Page 1)

floor will vastly improve patient flow and patient privacy. Lab services will be decentralized, allowing patients to have specimen collections in the privacy of exam rooms. Preliminary work completed earlier this year included the installation of a new elevator and a new roof, as well as the consolidation of specialty services on the second floor.

According to Lorenzo Lewis, MD, medical director of MGH Charlestown, the primary goal of these changes is to improve patient care. "We are very excited about how this renovation will streamline our work environment and enable us to care for patients more efficiently," he says.

During the two-year renovation period, construction will be completed in phases to keep services available to patients. "For 33 years, the health center has been a vital part of this community, caring for generations of Charlestown residents," says Peggy Carolan, executive director of MGH Charlestown. "We are committed to achieving our goal of improving our facility and services with minimal impact on patient care. I am confident that our patients and the community will be pleased with the changes being made and will be very happy with the end result." ●

Partners in Excellence Awards ceremony

MGHers are invited to join MGH and Partners administration and other colleagues in congratulating the recipients of the 2001 Partners in Excellence Awards Dec. 7, at 4 pm in the WACC Lobby.

PARTNERS™
HEALTHCARE SYSTEM

Having fun getting fit: MGHer shares health club success story

MGH employee Marsha Kartzman did not have a fitness regimen one year ago. A lab manager for MassGeneral Hospital for Children, Kartzman had a busy work schedule. She also was a longtime smoker. "Other than walking, I had never really exercised before," she explains.

Kartzman at The Clubs

Although Kartzman had heard about The Clubs at Charles River Park — the full-service health club that was acquired by the MGH this summer — she put off going until a friend coaxed her into swimming there last year. Later, after recovering from a surgical procedure, Kartzman was inspired to quit smoking — and to start taking her health more seriously.

The transformation was completed when one of Kartzman's nephews noted her enthusiasm about swimming and urged her to start an exercise program. He then surprised Kartzman by giving her a much-appreciated Christmas gift: five personal training sessions with Kate Brill-Daley, general manager of the club.

Kartzman recalls her first training session: "I was practically in tears at first. It was very overwhelming. I didn't know how to use any of the machines at all. But Kate was so supportive. She made me feel really positive, and above all, she made me feel like she cared and understood what I was going through."

Brill-Daley worked with Kartzman over the course of several months, checking in on her progress and helping her to develop a regular routine. To her surprise and delight, Kartzman found that exercising became not only something she was good at but also something she looked forward to.

"Going to the club really became psychologically important to me," she says. "Everyone there is so friendly and encouraging." She combines one-hour workouts on the bicycle and other low-impact machines with laps in the pool once or twice a week. Kartzman says that swimming is still her favorite part of getting fit: "It's very peaceful and relaxing, and now I can swim for 35 minutes at a time."

Kartzman emphasizes that working out is about much more than losing weight. "It's all about being in better shape," she advises. "As soon as you start exercising and doing good things for your body, you want to be healthy and not eat junk food. You can come here in a bad mood and leave feeling like a different person. I like the person I am at the club. It has become my second home."

For more information about The Clubs at Charles River Park, call (617) 726-2900 or visit *http://is.partners.org/healthclub.*

Prestigious MGH research award announced

The MGH recently announced the awarding of its highest honor for research — the Warren Triennial prize — to Francis S. Collins, MD, PhD, director of the Human Genome Research Institute at the National Institutes of Health; and to J. Craig Venter, PhD, president and chief scientific officer of Celera Genomics Corporation.

Venter and Collins achieved worldwide acclaim last year when the two scientists announced that their respective groups had all but completed the mapping and sequencing of the human genome, thereby opening up new realms of possibility in medicine and genetics.

The Warren Triennial Prize *(shown at right)* has been a feature of the MGH research community since 1871. John Mason Warren endowed the hospital with a sum to be used every three years for an award given in honor of his father, John Collins Warren, MD, co-founder of the MGH and its first surgeon. In 1846, John Collins Warren removed a tumor from patient Gilbert Abbott during the first public demonstration of the use of ether in a surgical procedure.

Until 1949, the award recognized the best dissertation sent to the superintendent of the MGH. After 1953, however, the Warren Triennial Prize became associated with an invited lectureship. Generally, two awardees have shared the honor each year. Fourteen of the Warren Triennial Prize winners subsequently have won the Nobel Prize, and two Nobel winners later have given Warren lectures.

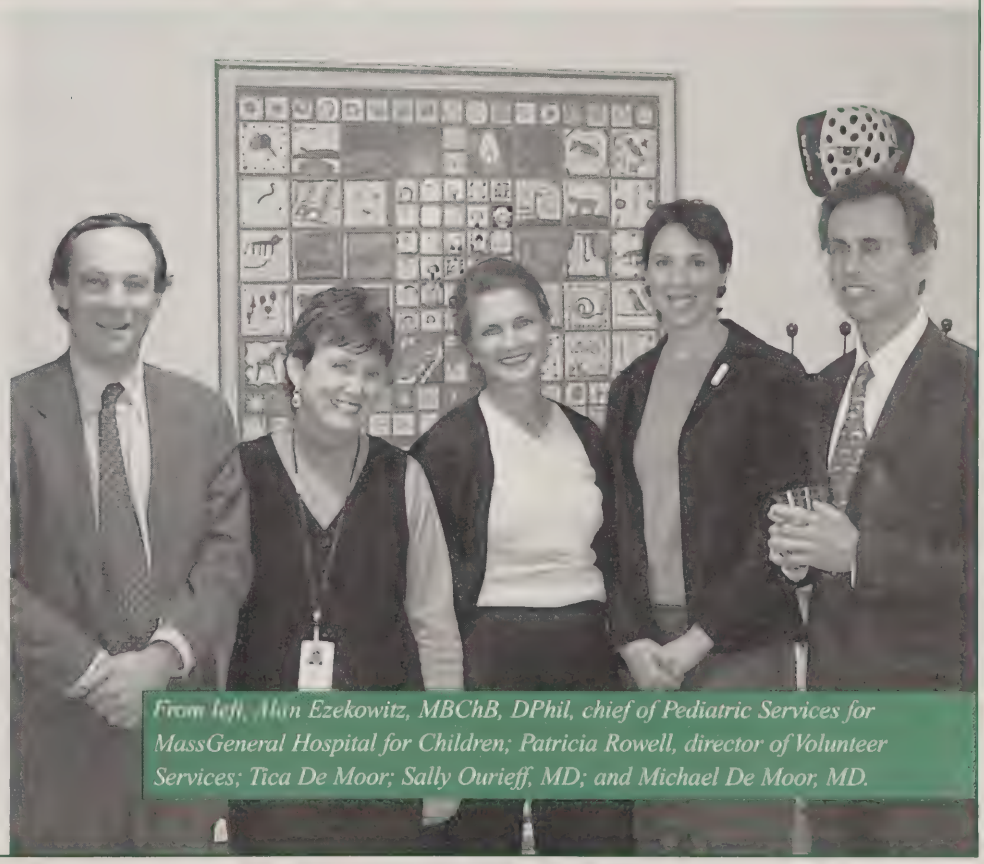
The Warren Triennial Lectures will be presented during a two-day period, with Venter speaking on "Sequencing the Human Genome: The Gateway to a New Era in Science and Medicine" Jan. 7, 2002. Collins will be giving his talk, "The Human Genome Project and the Future of Medicine," the following day. Both lectures will be held from 4 to 5 pm in the O'Keeffe Auditorium.

The Board of Trustees and the Executive Committee on Research, sponsors of the Warren Triennial Prize Lectures, invite the MGH community to hear the presentations and to take part in the receptions that will follow. For more information, call the Office of the Director of Research at (617) 724-2167.

New home for Pediatric Cardiology

Staff members of MassGeneral Hospital for Children's Pediatric Cardiology unit recently hosted an open house to showcase their newly renovated clinic. Formerly located in the Cardiac Echocardiography Lab on the fifth floor of the Vincent Burnham Kennedy (VBK) building, the clinic now is located in renovated space on VBK 6.

One of the highlights of the new space is the special artwork displayed throughout the clinic. Michael De Moor, MD, chief of Pediatric Cardiology, explains that the MGH Ladies Visiting Committee donated funds to acquire the new artwork. Art consultants Sally Ourieff, MD, and Tica de Moor, acquired a range of pieces — including sculptures, oil paintings, children's art, photo collages and fabric art — based on their experience in child psychiatry and communication disorders in children. The aim is to provide an engaging, interesting and yet soothing environment for children, families and staff. ●



From left, Alan Ezekowitz, MBChB, DPhil, chief of Pediatric Services for MassGeneral Hospital for Children; Patricia Rowell, director of Volunteer Services; Tica De Moor; Sally Ourieff, MD; and Michael De Moor, MD.

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MGH HOTLINE

WHAT'S HAPPENING

First annual Sweet lecture
The MGH Departments of Neurosurgery and Anesthesiology and Critical Care will sponsor the first annual William H. Sweet lecture — focusing on functional neurosurgery and pain — Dec. 6, at 8 am in the Ether Dome. For more information or to register, call (617) 726-8583.

EAP presentation
Representatives from MGH Police and Security and the MGH Employee Assistance Program (EAP) will sponsor "Safety and Self Care: Taking Care of Ourselves in Times of Stress" Dec. 3, from 3:30 to 4:30 pm, and Dec. 5, from 8 to 9 am, in the Wellman Conference Room. The presentation will include a panel discussion and open forum about concerns in the wake of the Sept. 11 attacks. For more information, contact the EAP at (617) 726-6976.

Millennium-Partners faculty exchange program
As part of a collaboration between Partners HealthCare and Millennium Pharmaceuticals, a faculty exchange program has been developed to offer Partners scientists the opportunity to learn about Millennium's technology. All Partners clinicians with medical degrees, having completed at least three years of residency with an understanding of basic disease mechanisms are eligible. Applications are due by Dec. 21. For more information or to apply, call (617) 278-1091 or send e-mail to Trung Do at *tqdo@partners.org*.

Domestic violence service
The MGH Hospitals Helping Abuse and Violence End Now (HAVEN) Program, the MGH Domestic Violence Working Group, Chaplaincy, Social Services, Employee Assistance Program and Police and Security will sponsor a service of remembrance and healing for those affected by domestic violence, Dec. 7, from 12:15 to 12:45 pm in the MGH Chapel. For more information, call (617) 724-0054.

MGPO quarterly meeting
The Massachusetts General Physicians Organization (MGPO) will hold its quarterly meeting Dec. 5, from 5 to 6:30 pm in the O'Keeffe Auditorium. Stephen Calderwood, MD, chief of the MGH Division of Infectious Diseases, and David Hooper, MD, chief of the MGH Infection Control Unit, will offer an update on bioterrorism preparation for MGPO physicians. Refreshments will be served. For more information, call (617) 724-9080.

Luncheon for women faculty
The MGH Office for Women's Careers will sponsor its first networking luncheon for senior women faculty Dec. 7, from noon to 1 pm in Bulfinch 222. The event is an opportunity for senior women faculty members to meet, network and improve the quality of community and collaboration. To register, call (617) 724-3693 or send e-mail to *rstarr@partners.org*.

Hazmat training for clinical research personnel
The MGH Clinical Research Program and MGH Safety Office will sponsor hazardous materials training for clinical research personnel who package or ship infectious or diagnostic specimens. The training sessions — taught by MGH biosafety officer Kim Boleza — will be held Dec. 10, from 1:30 to 3 pm, and Dec. 12 and 14, from 10:30 am to noon, in the Lawrence House first floor conference room. Attendance is required at one session only. For more information or to register, call (617) 726-1669 or visit *http://crnet.mgh.harvard.edu*.

Holiday resource table
The MGH Employee Assistance Program will sponsor a holiday resource table Dec. 6, from 11 am to 1 pm outside the Eat Street Café. The table will provide suggestions for managing stress, setting realistic goals and ensuring good health during the holiday season.

Schweitzer Fellows symposium
The 2001-2002 Boston Schweitzer Fellows Program Symposium, entitled "Children's Health and Literacy," will be held Dec. 4, from 6 to 8 pm at the Boston University School of Medicine's McNary Learning Center, 80 East Concord St. in Boston. Among the featured speakers will be Christine Bridges, RN, DNSc, of the MGH Institute of Health Professions Graduate Program in Nursing. The symposium is free and open to the public. For more information, call (617) 726-3792.

Submit news tips and story ideas to the *MGH Hotline*

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Catherine Deely, assistant editor, at 724-2753; or
by fax to 726-7475;
by e-mail to *Hotline@partners.org* or
by mail to the Public Affairs Office,
100 Charles River Plaza, Suite 600
Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

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In memoriam

Robert J. Krane, MD, director of MGH Neurourology, died Nov. 17. Krane made many contributions to the field of urology throughout his career, serving as co-founder and editor of *The World Journal of Urology* and receiving the American Urological Association Gold Cystoscope Award for his achievements. Donations may be sent to the Robert J. Krane, MD, Fund at the MGH, 55 Fruit St., Boston, MA 02114.

December 7, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

'Tis still the season: Need for blood continues at the MGH

In the days and weeks immediately following the tragedy of Sept. 11, blood donor centers across the country were inundated with an unprecedented turnout of people volunteering to give blood. The generosity of such donors helped hospitals and disaster organizations tend to rescue workers and victims of the terrorist attacks, as well as to many other patients in need of life-saving blood and blood products. Even though the immediate need for medical attention has decreased since Sept. 11, the demand for blood and platelet donors remains high — throughout the United States and at the MGH.

MGHer Pasquale Caputo enjoys a Ben and Jerry's ice cream sundae after donating blood.

"Because so many people responded to the terrible events of Sept. 11 by donating blood, the MGH was self-sufficient in meeting patient blood needs for the first time in decades," says Christopher Stowell, MD, PhD, director of MGH Blood Transfusion Services. "Each donation of life-giving blood products made at our donor center and on our mobile blood unit directly helped patients. None was discarded or went unused. It still is imperative for us all to join together to ensure that our blood and platelet supplies remain at optimal levels. Because the need for blood products is ongoing, we encourage MGH employees and community members to make an appointment to donate at this time."

The MGH Blood Donor Center will sponsor a "puppy pals" campaign this month, in which donors can sign gift cards attached to stuffed beanie puppies that will be delivered to MassGeneral Hospital for Children patients. All donors who give platelets in December will receive long-sleeved T-shirts, and platelet donors who give Dec. 24 and 26 each will receive two free movie tickets.

For more information or to make an appointment to donate, call (617) 726-8177.

JAMES J. MONGAN, MD,
PRESIDENT OF THE MGH,
cordially invites
MGH employees and volunteers to attend

The MGH HOLIDAY PARTIES

REFRESHMENTS • ENTERTAINMENT

1. DECEMBER 11
1 TO 2:30 PM
CHARLESTOWN NAVY YARD
BUILDING 149 ATRIUM

2. DECEMBER 12
2 TO 3:30 PM
WACC LOBBY

3. DECEMBER 12
10 PM TO MIDNIGHT
MAIN LOBBY

Don't forget the Employee Holiday Sale at the MGH General Store:

December 12, 15 and 20.

MGH surgeon leads national burn and trauma research effort

Tompkins

Modern medical care has made a huge difference in the survival rate of patients suffering from serious burns and other traumatic injuries. But for many patients, recovery still can be a long and difficult process that includes the risk of serious, possibly fatal complications. Earlier this fall, the National Institute of General Medical Sciences (NIGMS) awarded to a consortium of investigators a $6.7 million grant to investigate factors that may control recovery from traumatic injury, with the ultimate aim of developing improved treatment strategies.

Leading this project is Ronald G. Tompkins, MD, ScD, director of the MGH Sumner Redstone Burn Center and chief of the MGH Trauma Service. "We know that patients recovering from trauma go through a characteristic sequence of physiologic changes involving the immunoinflammatory system," he says. "We want to better understand those changes and, we hope, identify proteomic [protein] and genomic markers that could predict which patients are at greater risk for serious problems."

Inflammation is a common activity of the body's immune system, occurring in response to infection and injury. Usually a controlled activity that protects and heals an injured area, inflammation can escalate out of control and lead to the life-threatening, body-wide infection called sepsis or to multi-organ failure syndrome. Burn and trauma patients are among those at greatest risk for uncontrolled inflammation.

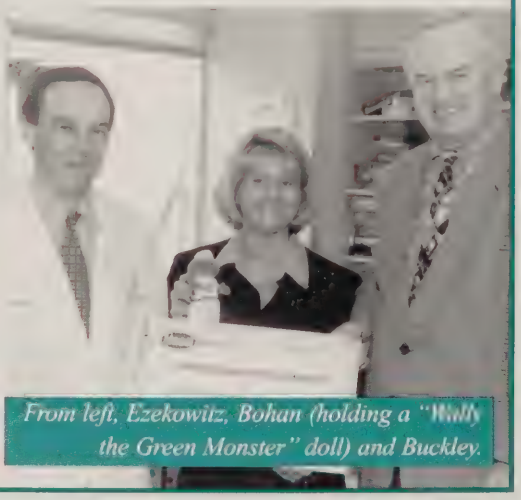
The research group will investigate how the immune system responds to serious injury, including an examination of the contribution of genetic elements. Tompkins adds that the activation of normal genes also may be changed by the body's response to injury; understanding those changes is another goal of the research project. The team hopes to develop standard operating procedures to treat burn and trauma patients and to encourage the use of those procedures in trauma centers across the country.

Other MGH researchers involved with the project are: Frederick Ausubel, PhD; Joseph Avruch, MD; Mason Freeman, MD; David Schoenfel, PhD; Brian Seed, PhD; Mehmet Toner, PhD; and Martin Yarmush, MD, PhD.

Baseball and ice cream bring cheer to patients

It may not be baseball season anymore, but MassGeneral Hospital for Children patients received a special treat Nov. 27 from the Boston Red Sox and HP Hood, Inc. Representatives from both organizations were on hand to spread some pre-holiday cheer to pediatric patients on Ellison 18 with an ice cream party and a donation of "Wally the Green Monster" dolls.

The merry gift givers — John Buckley, executive vice president for Red Sox Administration, and Lynne Bohan, director of Public Relations for HP Hood, Inc. — also presented a check for $6,958 to Alan Ezekowitz, MBChB, DPhil, chief of Pediatrics for MassGeneral Hospital *for* Children. The donation is a part of the Red Sox/Hood Home Team Advantage program, which has raised $83,500 for 12 New England children's hospitals. This past season, each time the Red Sox hit a home run, made a double play or struck out an opponent at a home game, HP Hood, Inc. donated $100 to the Home Team Advantage fund.


From left, Ezekowitz, Bohan (holding a "Wally the Green Monster" doll) and Buckley.

MGHers elected to Institute of Medicine

Three MGH physicians *(pictured at right, from top to bottom)* Robert H. Brown Jr., MD, director of the MGH Day Neuromuscular Research Laboratory; Joseph Vacanti, MD, of MGH Pediatric Surgery; and Warren Zapol, MD, chief of MGH Anesthesia and Critical Care — recently were elected to the Institute of Medicine (IOM). Part of the National Academy of Sciences, the IOM is comprised of professionals selected for their major contributions to health, medicine and related fields such as social and behavioral sciences, law and economics. IOM members serve on committees engaged in a broad range of studies on health policy issues. The IOM currently has more than 600 members across the country, with 22 representatives from MGH. For more information, visit *www.iom.edu.*

PARTNERS HEALTHCARE

Partners HealthCare System will present the 2001 Partners in Excellence Awards to MGH employees in a special award ceremony Dec. 7 at 4 pm in the WACC Lobby.

More than 1,000 MGH employees, representing both individuals and MGH and Partners team members, will receive this honor for their outstanding contributions to Partners in FY'01. The MGH recipients — 179 individuals and 58 teams — comprise more than 3,500 award recipients throughout the Partners network. The recipients were selected by a committee from a record number of submitted nominations. Congratulations to the following individuals and teams for their exemplary contributions to Partners:

MGH INDIVIDUALS

Abdul-Badi Abou-Samra
Itzhak Aharon
Carolyn Anderson
Janice Anderson
Martha Andrews
Efstathios D. Antoniades
Stephanie Athansoulas
Carol Bates
Catherine Beisheim
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Elaine Bitar
Nicolette Blanco
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Victoria Brady
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Gail Chin
Michael Ciulla
Martha Conant
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Ronda Cox Goldman
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Oliverio Restrepo
Hollis Richardson
Joan Ricker
Ginny Rijos
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Tamara Sarkisianz
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Jennifer Viscio
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Darlene Waters
Mary Watkins
Susan Weeks
Karen Wolf
Maureen Wynne Kelly
Ayman Youssri
Sally Zamejtis-Brown

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(Italics indicate team leaders)

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Carolyn White

Avon Breast Cancer Project Team
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Stacy Engel
Michelle Hazelwood
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Atala Martinez
Kristen Mason
Mary Neagle
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Amy Avila
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Amelework Bahru
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Jacqueline Lynch
Kathleen M. Myers
Judith Newell
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Joscelyn Ruelle-Kersker

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Clorinda Buenafe
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Natan Novinski
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Cindy Steveman
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Gloria Weathersby

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Rosemary Sheehan

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Charles Haynes
Pamela Hook
Lesley Maxwell
Sharon Weiss-Kapp

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Colleen Snydeman
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Brahem Aitbovzidi
Dorothy Aiello
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Matt Mulholland
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Glenda Normand
Odrique Normil
Klare O'Keefe
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John Phelan
Judy Pines
Erin Riley
Bill Salom
Madelyn Scannell
Ken Shepard
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Judy Tomaszcuk
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Richard Turgeon
Patricia Volpe
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Jack Walsh
William Whytock

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Rebecca Fishbein
Carol Harmon-Mahoney
Stacey McGlame
Reena Patel
Amee Seitz
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Debby Torres
Mara Wernick-Robinson

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Betsy Barr
Gloria Batson
Kathleen Bucci
Joseph Cavalho
Margaret Cherniak
Karen Clark
Wendy DeMille
Lorraine Dox
Linda Edson
Bonnie Eidens
Jennifer Fennell
Katherine Furio
Angela Genco
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MGH HOTLINE

Protecting patient privacy: Information about medical records

Every time a patient comes to the MGH — whether being admitted for treatment or having a routine doctor visit — information about that patient is put into his or her confidential medical record. In April 2001, the U.S. Department of Health and Human Services passed regulations protecting patients' rights to confidentiality of medical records under the Health Insurance Portability and Accountability Act (HIPAA).

While the MGH has long held patient confidentiality as one of its highest priorities, an ongoing confidentiality campaign was launched in November to remind employees and staff about the hospital's confidentiality policies and to educate them about the new HIPAA guidelines. Below is information about the foundation of patient confidentiality — protecting information contained in the medical record.

A patient's medical record — also known as a "health record" — includes clinical information about the patient, as well as administrative data such as billing, insurance and demographic information. The medical record plays many important roles in a patient's medical care:

- It provides a view of the patient's health history and current health status, including sickness, wellness, measurements, prognosis and observations.
- It provides a method for clinical communication and care planning among health care providers serving the patient.
- It provides supporting documentation for the reimbursement of the cost of services provided to the patient.
- It serves as a major resource for health care practitioner education.
- It serves as the legal document describing the services provided to the patient, as well as the legal business record for the hospital.
- It serves to document quality of patient care.
- It serves as a key source of data for outcomes research and public health purposes.

Specific employees and staff may need to access the medical record to carry out their job duties.

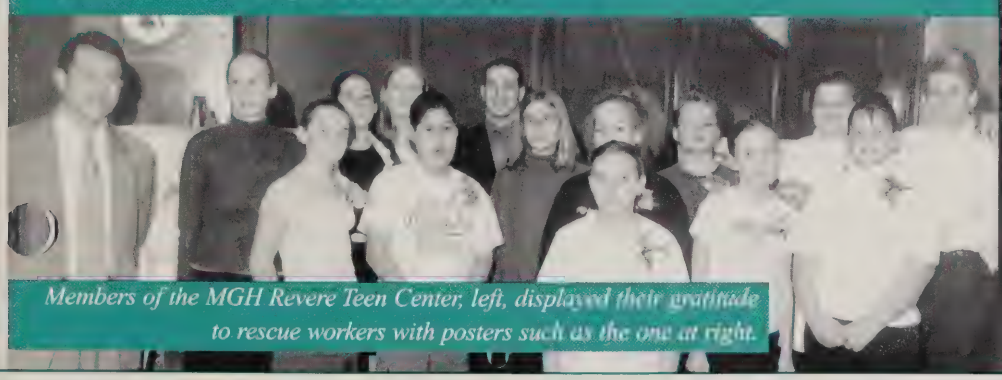
Deborah Adair, director of MGH Health Information Services, points out that all information in a medical record should be kept confidential — even information that may seem insignificant to reveal, such as a person's birth date or age. "Health care professionals have both clinical and administrative reasons to access medical records — from checking a patient's last medication dose to looking up financial information to send to an insurance company," she says. "Employees should access a medical record only on a need-to-know basis to perform one's job. If the reason for accessing the record is not job-related, then an employee should not look into a patient's medical record."

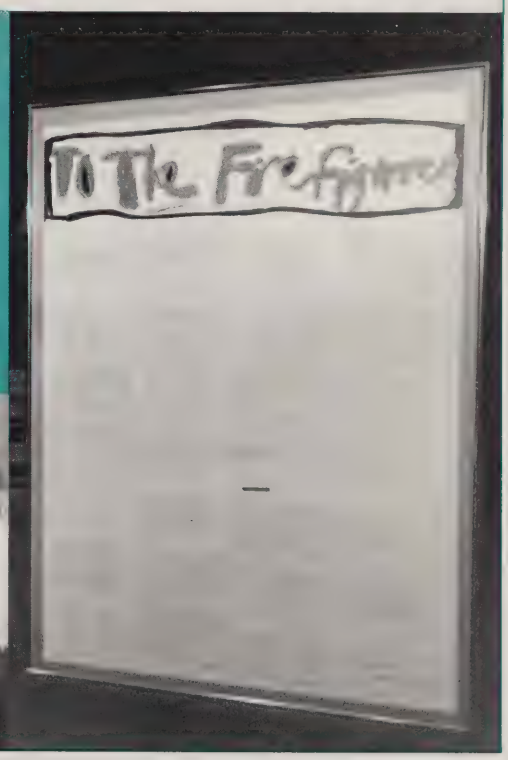
For more information about MGH patient confidentiality policies, call Adair at (617) 726-2465 or visit *http://is.partners.org/hr/affiliates/mgh/privacy.html.*

MGH Revere Teen Center honors local heroes

Community teens and staff members of the MGH Revere Teen Center gathered in a special "Beacon of Hope" ceremony at Revere City Hall Nov. 27. The program — which included the presentation of a large American flag decorated with thoughts and expressions of gratitude from community members — paid tribute to local police, postal and fire department employees for their bravery and dedication in the aftermath of Sept. 11.

The teen center, which opened its doors in September, matches Revere area youths in programs and service projects with community leaders and citizens. For more information, contact Bernice MacIntyre at (781) 485-6062.





Members of the MGH Revere Teen Center, left, displayed their gratitude to rescue workers with posters such as the one at right.

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MGH HOTLINE

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WHAT'S HAPPENING

Spanish classes for health care workers

MGH Human Resources and Partners Training will sponsor Spanish classes for health care workers beginning Jan. 7, 2002. Three levels of classes — including a beginning class for those who have no prior experience with the language — will be offered. The fee is $40 for a 10-week course. For more information, call Yolanda Butler at (617) 726-3672.

MGH ethics forum

The MGH Ethics Task Force will sponsor an MGH ethics forum, "Stem Cell Research and Clinical Applications: What's all the Fuss About?" Dec. 19, from 4:30 to 6 pm in the Clinics building Lower Amphitheater. Refreshments will be provided. For more information, contact Matt Girotto at (781) 433-3744 or send e-mail to *mgirotto@partners.org*.

Harvard University Employees Credit Union holiday loans

Harvard University Employees Credit Union is offering holiday loans through Dec. 31. The $1,500 loans are available at 8.99 percent APR, with payments of $131.17 per month for 12 months. For more information, call (617) 495-4460 or visit *www.huecu.org*.

MDS Proteomics-Partners collaborative research projects

Partners HealthCare and MDS Proteomics (MDSP) have established a research alliance. Partners investigators are invited to submit collaborative research proposals for projects that will benefit from funding and access to MDSP's expertise. Applications will be accepted for individual projects with budgets of up to $200,000 per year. The duration of the sponsored research will be one year, with the possibility of second-year renewal. All applications are due by Jan. 4, 2002. For more information, call Trung Do at (617) 278-1091 or visit *http://researchventures.partners.org*.

MGH, Partners, Institute childcare center opening

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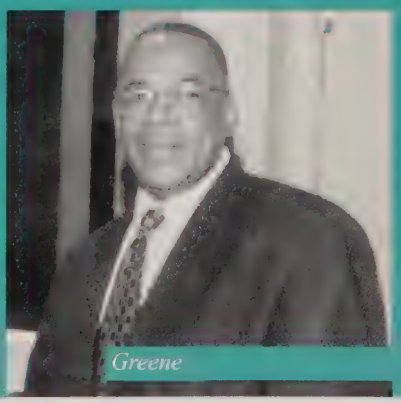
Acupuncture services for MGH employees

The Greater Boston Acupuncture Group, Inc.— which is working with the Stop Hypertension with Acupuncture Research Program at the MGH — is offering a special rate for MGH employees. MGHers may receive acupuncture services at a rate of $58 per treatment. Massage therapy also is available at $65 per treatment. For more information or to make an appointment, call (617) 720-2221.

MGHer receives honor

Ronald A. Greene, RN, of MGH Clinical Care Management, recently received the 2001 Boston College Martin Luther King, Jr. Community Service Award. Greene, an employee at the MGH for more than 30 years, serves both as case manager at the hospital and as chair of the Association of Multicultural Members of Partners. He also is president of the New England Regional Black Nurses Association, Inc., and is a contributing member of several local organizations.



Greene

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Boston, MA 02114.
www.mgh.harvard.edu/pubaffairs

MGH Hotline is published weekly by the MGH Public Affairs Office.
MGH Public Affairs Office
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December 14, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

Recognizing excellence, celebrating achievements

Every year, excitement and anticipation surrounds the annual Partners in Excellence Awards presentation at the MGH. At this year's ceremony, held Dec. 7, the WACC Lobby was overflowing with MGH spectators. MGHers waited to hear the names of colleagues, both individuals and MGH and Partners teams, as they were honored for their outstanding contributions to Partners HealthCare in fiscal year 2001.

Past Partners in Excellence recipient Meg Clapp, director of the MGH Pharmacy, shared with the audience her thoughts and feelings about receiving the award last year. Jeff Davis, senior vice president for Human Resources, then introduced the recipients as James J. Mongan, MD, president of the MGH, and Samuel O. Thier, MD, president and CEO of Partners, shook hands and congratulated each individual winner and team leader. Applause echoed throughout the lobby for the honorees, with a resounding cheer specifically for the Coffee Central team. A special award — and a heartfelt standing ovation — was given to Susan Briggs, MD, and the MGH members of the Disaster Medical Assistance Team, who were recognized for their medical relief work at Ground Zero after the Sept. 11 tragedy in New York City.

The ceremony was capped off with the much-anticipated Partners in Excellence video, which featured employees from throughout the Partners system. The participants showcased achievements at each hospital in a clever parody of TV morning news shows. The video ended with Partners employees dancing and singing customized lyrics to the tune of "Give My Regards to Broadway." ●

If wishes had wheels: NASCAR driver visits MGH

Excited smiles from a group of enthusiastic young car buffs greeted NASCAR driver Doug Hearst Dec. 7. Hearst, who competes on the New England racing circuit and has worked closely with the MGH Blood Donor Center in past charitable efforts, visited MassGeneral Hospital for Children patients on Ellison 17 and 18. Some patients made the trip outside to view and sit in Hearst's race car, while others received T-shirts and posed for photos.

At left, Hearst poses in his car and with a young NASCAR enthusiast.

From left, Friends Fighting Breast Cancer co-founder Janet O'Neill decorates a hat tree with Larry Isaacson, Fabric Place owner and senior buyer.

Holiday decorating with a twist: MGH Cancer Center hat trees

Colorful holiday trees sparkled throughout the MGH Cancer Center Nov. 27, featuring an unusual array of ornaments. Each tree was decorated with an assortment of homemade hats, designed for women battling cancer who have experienced related hair loss.

Friends Fighting Breast Cancer and the retail chain Fabric Place collected more than 1,200 hats crafted by members of the Boston community. For each hat contributed, Fabric Place donated $5 to Friends Fighting Breast Cancer. The two organizations presented a check for $75,000 to Daniel Haber, MD, director of the MGH Center for Cancer Risk Analysis, for his work in breast cancer research.

For more information about Friends Fighting Breast Cancer, call (617) 726-5130.

OWC luncheon combines careers, camaraderie for senior women faculty

MGH senior women faculty were treated to a program of delicious food, lively conversation and career networking at the first annual Luncheon for Women Faculty Dec. 7, sponsored by the MGH Office for Women's Careers (OWC). The OWC is a hospitalwide resource for women clinicians and faculty.

Seventeen MGH employees, all either full or associate professors at Harvard Medical School (HMS), gathered in Bulfinch 222 to meet and greet one another, exchange ideas and ask questions. "It was a wonderful experience," says Rebecca Starr, program manager of the OWC. "The luncheon made very clear the fact that women faculty at the MGH want to meet others in their ranks, as well as to share their thoughts about pertinent topics and ways to move forward in their careers."

Starr identified four major issues and questions concerning women faculty that were raised at the luncheon: how to better understand the HMS promotion process; how to bridge the gap between physicians with clinical responsibilities and scientists who are more involved in research capacities; how to master the referral process for program project grants; and how to become more involved with hospital committees and functions. Starr, along with OWC director Nancy J. Tarbell, MD, and the staff of the OWC, is working to address each concern and will bring relevant speakers and other experts to the MGH to provide additional information for women faculty.

A second senior faculty luncheon and a junior faculty luncheon both are tentatively planned for 2002. For more information about the OWC, call (617) 724-5229 or send e-mail to *rstarr@partners.org*. ●

Participants at the first OWC luncheon for senior women faculty.

MGH leadership convenes for quality and safety retreat

With a long-held commitment to continuously improving the quality and safety of patient care at the MGH, a group of more than 100 hospital leaders met Oct. 31 to discuss related issues and outline plans for the coming year.

Quality + Safety

Participants in the half-day retreat, which was held at the Royal Sonesta Hotel in Cambridge, included chiefs of service, administrators, members of quality committees and clinical performance management teams from throughout the hospital.

Hosted by the MGH Office of Quality and Safety, the retreat focused on four key areas: reviewing the function of the Quality Assessment Committee; determining requirements for reporting incidents to external organizations; initiating proactive quality programs; and developing performance/competency-based credentialing requirements for clinicians.

Guest speaker Howard Koh, MD, director of the Massachusetts Department of Public Health (DPH), spoke about the strong public safety system in Massachusetts and the challenge faced by the medical field in preventing clinical errors. "The concern about making mistakes is overwhelming for health care professionals," he said. "The expectations of the public, scrutiny by the press and our own reactive responses to errors have created a culture of fear. We need to change the culture to one of safety. We also need to provide support in our own systems so that clinicians who are well-intentioned don't make mistakes."

Koh cited the nearly $8 million in federal funding that Massachusetts organizations have secured to study medical error prevention. Ten of the 94 grants awarded throughout the country were given to local organizations such as the DPH, MGH and BWH. "We are living in unprecedented times now," Koh said. "We are poised to make dramatic changes in the quality and safety of health care in Massachusetts."

The tone of the retreat exemplified the MGH's commitment to bringing about change. "The MGH is well known as a leader in education, research and patient care," said Brit Nicholson, MD, chief medical officer of the MGH. "We also should be looked to as a leader in the area of quality and safety."

The additional retreat speakers — Jeanette Ives Erickson, RN, MS, MGH senior vice president for Patient Care Services and chief nurse; Peter Slavin, MD, CEO of the Massachusetts General Physicians Organization (MGPO); and Jim Richter, MD, medical director of the MGPO — all encouraged participants to communicate to their departments the importance of developing systems and programs focused on quality and safety that support staff in their everyday practice.

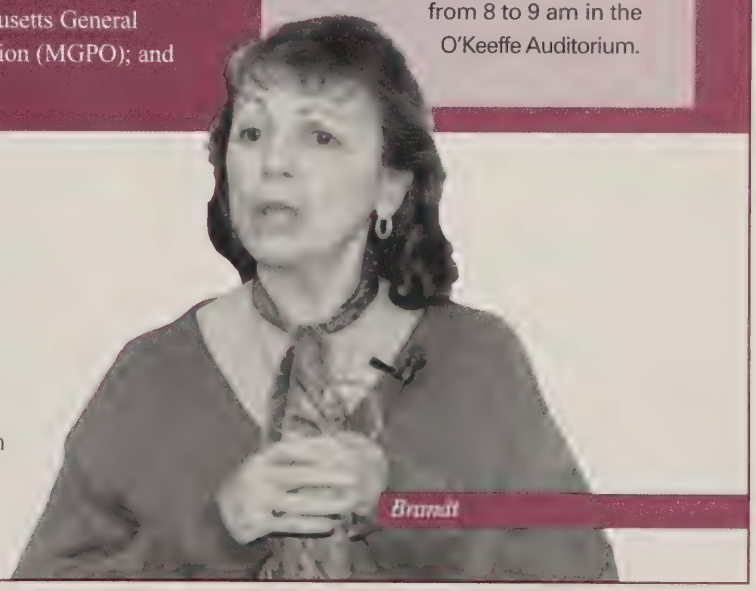
"Now is the time to act," said Richter. "Quality is fundamental to our mission. We must define it, measure it and implement a system with substance to pursue our vision of quality health care. We should transition from a culture of placing blame to one of support, and we should breathe new energy into our quality improvement efforts."

MGHers are invited to two upcoming events addressing the subjects of patient safety and medical errors. "Lessons Learned from the Veterans' Administration Patient Safety Effort" will be presented by Jim Bagian, MD, director of the Veterans Administration National Center for Patient Safety, Dec. 17, from 3 to 4 pm in the Walcott Rooms. "Who's Responsible for your Mistakes?" will be presented by Lucian Leape, MD, of the Harvard School of Public Health, Dec. 20, from 8 to 9 am in the O'Keeffe Auditorium.

Guest author speaks about emotional challenge for caregivers

Author Avrene L. Brandt, PhD, spoke about the challenges — emotional, mental and physical — that caregivers face when caring for aged or chronically ill loved ones at a special presentation Dec. 3.

Author of *Caregiver's Reprieve: A Guide to Emotional Survival When You're Caring for Someone You Love*, Brandt is a clinical psychologist specializing in grief and mourning, aging and caregiving. The presentation was sponsored by the MGH Senior Health Family-Caregiver Support Program. ●



Brandt

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MGH HOTLINE

WHAT'S HAPPENING

Flu vaccination program
Because the flu season is starting late this year, MGH employees and volunteers still have time to be vaccinated against the flu through the MGH Occupational Health Service. MGHers who have direct interaction with patients are particularly encouraged to be vaccinated. Vaccinations are available by appointment Monday through Friday, from 7 am to 5 pm. For more information or to make an appointment, call (617) 726-2217.

MGH ethics forum
The MGH Ethics Task Force will sponsor an MGH ethics forum, "Stem Cell Research and Clinical Applications: What's all the Fuss About?" Dec. 19, from 4:30 to 6 pm in the Clinics building Lower Amphitheater. Refreshments will be provided. For more information, contact Matt Girotto at (781) 433-3744 or send e-mail to *mgirotto@partners.org*.

***Hotline* correction**
An article in last week's *Hotline*, about the national consortium formed to study factors controlling burn and trauma recovery, should have included additional information. The $6.7 million — given as a grant by the National Institute of General Medical Sciences to the project — is the first portion of what is expected to be $37 million in overall support for a five-year project led by Ronald G. Tompkins, MD, ScD, director of the MGH Sumner Redstone Burn Center and chief of the MGH Trauma Service.

MGH General Store holiday sale
The MGH General Store will hold its annual holiday sale Dec. 15, from 6 to 9:30 pm, and throughout the day Dec. 20. For more information, call (617) 726-2227.

Winter 2002 computer training
Partners Information Systems Training now has released its winter 2002 computer workshop training schedule for Microsoft Office applications. All classes will be held at 185 Charles River Plaza. For more information or to register, visit *http://is.partners.org/training* or call (866) 227-1085.

In memoriam

Ed Chimo, a Partners Information Systems operator in Data Center III at CNY, died Oct. 26. Chimo had been a Partners employee since 1974. A memorial service will be held Jan. 30, 2002, from 9:30 to 11:30 am in CNY Building 114 Conference Room D.

MGH Nutrition and Food Services honored

Accustomed to winning awards for exceptional culinary service, the MGH Nutrition and Food Services department once again was honored with an award at the fourth annual Conference on Premier Patient and Guest Services held recently in Boston. Helen Doherty, RD, FMP, director of MGH Nutrition and Food Services, accepted the Innovator Award in the food service category on behalf of the MGH.

Doherty was named "Restaurateur of the Year" in 1999 by the Massachusetts Restaurant Association, the first time either a woman or an institution had earned the honor.

Pictured below, members of MGH Nutrition and Food Services at the awards ceremony.

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December 21, 2001

MGH HOTLINE

A PUBLICATION FOR EMPLOYEES AND STAFF OF THE MASSACHUSETTS GENERAL HOSPITAL

It's the most wonderful time of the year ...

'Tis the season for MGHers to be jolly, and employees have taken advantage of many opportunities to recognize a variety of religious and secular holidays with parties, decorations, caroling and gift-giving. Among the festivities were three hospitalwide holiday parties *(see photos)* hosted by James J. Mongan, MD, president of the MGH — two on the main campus covering day and night shifts and one at CNY.

Joy to the world — MGH style

Holidays around the world were recognized Dec. 10 with the annual holiday festival in the Main Corridor. Organized by the MGH Patient Care Services' Diversity Steering Committee, the event featured tables with information about religious and secular celebrations, including Chinese New Year, Christmas, Diwali, Hanukkah, Kwanzaa, Ramadan and the Winter Solstice.

From left, information tables for Hanukkah, Christmas, Ramadan and Kwanzaa

Having a Merry Little Christmas ...

It was beginning to look a lot like Christmas on Founders 7 Dec. 18. More than 300 brightly wrapped Christmas gifts spilled out of a corner office as MGH Case Management staff members doubled as Santa's elves, readying the presents to be given to families associated with the Women's Lunch Place — a local haven for women and children who are homeless or in financial need.

Case Management staff — along with MGH Emergency Department (ED) staff and employees from Coram Home Care, Boston Home Infusion and MediRents — donated toys, clothes, winter coats, comforters, blankets and grocery store and restaurant gift certificates to nine families (including 30 children) in need.

Like many MGHers who celebrate the spirit of the season by donating their time, money or gifts to local charities, the Case Management and ED staff hoped to spread some cheer to those less fortunate. ●

Santa's elves, who happen to resemble members of MGH Case Management.

No place like "home" for the holidays

They may not have been "home," but the staff of the Ellison 14 Inpatient Medical Oncology and Bone Marrow Transplant Units did receive a delicious home-cooked meal Dec. 18. Bruce Chabner, MD, clinical director of the MGH Cancer Center, served up a special holiday surprise for the floor staff: fresh waffles. As a gesture of thanks for their dedication and hard work, Chabner donned an apron, manned a waffle maker and spent the morning preparing tasty breakfast treats for the nurses and other MGHers on the floor. He was accompanied by John Clark, MD, the new medical director of the MGH Head and Neck Cancer Center. Clark reported that he was "delighted to meet the staff while enjoying a homemade breakfast!" ●

Chef Chabner at work

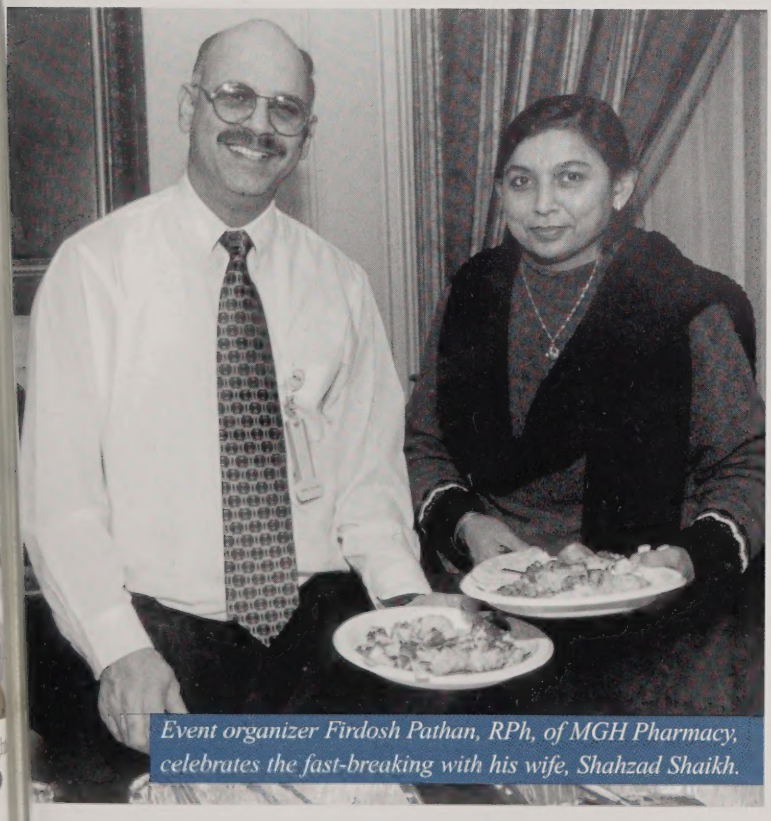
MGHers enjoy feast to mark the end of daily Ramadan fast

A delicious spread of Middle Eastern dishes, informational literature detailing the traditions of Islam and Muslim culture, and an enthusiastic crowd of MGHers celebrated *Iftar*, a feast breaking the daily Ramadan fast. Held Dec. 10 in the Bulfinch Trustees Room, the event — sponsored by MGH Patient Care Services — included representatives from MGH Chaplaincy and Administration.

Ramadan, the ninth month of the Islamic calendar, observes the Prophet Mohammed's first revelation of the holy book Koran from Allah. To observe the sacred and solemn nature of this occasion, Muslims fast throughout Ramadan, which this year began Nov. 16. All able adult Muslims fast every day of Ramadan, from *Fajr* (dawn) to *Maghrib* (sunset). All "earthly pleasures," including food and drink, are abstained from during the fast, as are negative behaviors and actions. Ramadan is regarded as a means of strengthening one's faith and of encouraging self-purification and self-restraint.

The Festival of Fast-Breaking at the conclusion of Ramadan, also known as *Eid ul Fitr*, represents a personal victory of the spirit over physical appetites. Muslims offer special prayers of thanks in congregation, take time to visit with one another, give to charity and provide toys and games for children. As the jovial atmosphere of the MGH feast demonstrated, breaking fast at Ramadan is a time of joy and kindness.

For more information about Ramadan and the celebration of Muslim culture at the MGH, send e-mail to *fpathan@partners.org.* ●



Event organizer Firdosh Pathan, RPh, of MGH Pharmacy, celebrates the fast-breaking with his wife, Shahzad Shaikh.

"Starlight Santa" meets and greets a young party guest.

Santa Claus comes to town:

Starlight Foundation visits pediatric patients

Santa's beard and the first hints of December snow outside were far from the only things sparkling Dec. 11. Visitors from the New England chapter of the Starlight Children's Foundation brought some holiday spirit to MassGeneral Hospital for Children patients on Ellison 17 and 18. The party included photo opportunities with Santa and an array of gloriously wrapped gifts and goodies.

The foundation provides entertainment programs and services for seriously, chronically and terminally ill children worldwide.

Santa's visit was one of many seasonal celebrations meant to bring good cheer to MGH pediatric patients who are spending the holidays in the hospital.

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Weight management class
MGH Nutrition Services will offer "Winning at the Losing Game," a 10-week weight management class, beginning Jan. 22, 2002. The class will meet Tuesdays from 5:30 to 7:30 pm and will include nutrition education taught by a registered dietitian, an exercise program supervised by a physical therapist and martial arts instructor, behavioral modification and tips for lifestyle change. The course fee is $240 for MGH employees and $265 for all others. For more information or to register, call (617) 726-2779.

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Fleet WorkPlace Banking
MGH employees are invited to enroll in the Fleet WorkPlace Banking Program. Participating MGHers will receive a free Fleet Total Access ATM/debit card, a no-annual-fee credit card with a low introductory rate, a $250 discount on mortgage closing costs, 24-hour mortgage approval, no-fee traveler's checks, bonus rates on certificates of deposit and free online banking with optional bill payment. For more information or to sign up, call (800) 225-5353 or visit a local Fleet branch. The MGH WorkPlace Banking ID is #888885400.

Roman Catholic holiday Mass schedule
The MGH Chaplaincy will host a performance of carol singing Dec. 22, at 3 pm prior to the regular 4 pm Mass. Regularly scheduled Masses will be held at 4 pm Dec. 22, 23, 24 and Christmas Day, as well as Dec. 30, 31 and Jan. 1, 2002. All Masses take place in the MGH Chapel on Ellison 1.

Sleigh bells ringing ...

Santa Claus isn't the only one spreading cheer to boys and girls this year. Several MGHers participated in the spirit of the season by donating holiday gifts to families of the MGH HAVEN (Hospitals Helping Abuse and Violence End Now) program. "Many of our families wouldn't be able to celebrate the holidays without the generosity of MGH employees," says Bonnie Zimmer, MSW, director of HAVEN. Employees from MGH Patient Care Services and other departments joined with the MGH health centers and HAVEN to gather presents in the Main Corridor Dec. 10. The gifts then were delivered to families who have been affected by domestic violence.

From left, Marliese Palank and Beverly Cunningham accept HAVEN gifts from Brenda Dello Russo and Robert van de Graaff of MGH Development.

The next issue of *Hotline* will be published Jan. 4, 2002.
HAPPY HOLIDAYS!

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